



**ESTIMATES**

# **Canadian Environmental Assessment Agency**

**2001-2002  
Estimates**

Part III – Report on Plans and Priorities

**Canada**

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

**Part I – The Government Expenditure Plan** provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

**Part II – The Main Estimates** directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

**Part III – Departmental Expenditure Plans** which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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# **Canadian Environmental Assessment Agency**

## **2001-2002 Estimates**

### **Report on Plans and Priorities**

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**The Honourable David Anderson, P.C., M.P.**  
*Minister of the Environment*



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## SECTION I Messages

### Minister's Message

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Entering the new millennium, Canadians have made it clear that a healthy, flourishing environment is a priority like never before. As a nation, we take great pride in the strength and diversity of our natural heritage; and it is this pride that in so many ways unites us as a country.

Recently, the environment has become increasingly important on the political agenda – both domestically and internationally. Momentum is building in support of concrete environmental initiatives by governments in Canada and abroad. At the same time, Canadians are becoming more aware of the importance of environmental assessment, as a tool for sustainable development, and a way to balance our fiscal needs with our environmental priorities.

A year ago, I described the Agency as an organization on the verge of transition. That statement is still valid today – perhaps even more so. Over the past year, the Agency assisted me in conducting a review of the *Canadian Environmental Assessment Act*. The review was an opportunity to strengthen the federal practice of environmental assessment. My report to Parliament on the review, to be tabled at the earliest opportunity, will outline my recommendations for these improvements.

The Agency will also pursue a number of other important initiatives to promote high-quality environmental assessments, including:

- advancing a Research and Development Program to increase innovation and improve the practice of environmental assessment in Canada and abroad;
- expanding knowledge and understanding of environmental assessment both within and outside government;
- building effective relationships with its federal partners; and
- strengthening its own internal capacity to deliver products and services.

The Agency continues to work cooperatively with a range of stakeholders to promote a consistent, predictable and efficient environmental assessment process across Canada. As a result, governments and businesses are designing better projects and policies that balance Canada's goal of sustainable development with its economic and social objectives. For this reason, I am pleased to submit the Agency's 2001-2002 Report on Plans and Priorities.

*David Anderson, P.C., M.P.*

## Management Representation Statement

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### Report on Plans and Priorities 2001-2002

I submit, for tabling in Parliament, the 2001-2002 Report on Plans and Priorities (RPP) for the **Canadian Environmental Assessment Agency**.

To the best of my knowledge, the information:

- accurately portrays the Agency's mandate, plans, priorities, strategies and planned results of the organization;
- is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.

The reporting structure, on which this document is based, has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

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**Sid Gershberg**

President  
Canadian Environmental Assessment Agency



## SECTION II Departmental Overview

### 2.1 Mandate, Roles and Responsibilities

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#### Mandate

The business of the Agency is to provide leadership and to serve as a centre of expertise for federal environmental assessments. The Agency is responsible for the overall administration of the federal environmental assessment process, which saw over 5,600 individual assessments carried out in 1999-2000.

Headed by the President who reports directly to the Minister of the Environment, the Agency is mandated by the following instruments:

- i) the *Canadian Environmental Assessment Act* and its accompanying regulations;
- ii) the Canada-Wide Accord on Environmental Harmonization and bilateral harmonization agreements with provincial governments that set out mutually agreed on arrangements for environmental assessment; and
- iii) international agreements containing environmental assessment provisions to which Canada is a party, for example, the United Nations *Economic Commission for Europe Convention on Environmental Impact Assessment in a Transboundary Context* (ratified in May 1998).

In addition, the Agency assists the Minister of the Environment in implementing the *1999 Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* by providing guidance to federal authorities on environmental assessment considerations and requirements in respect of proposed policies and programs.

#### Roles

The primary roles of the Agency as defined by the *Canadian Environmental Assessment Act* are to:

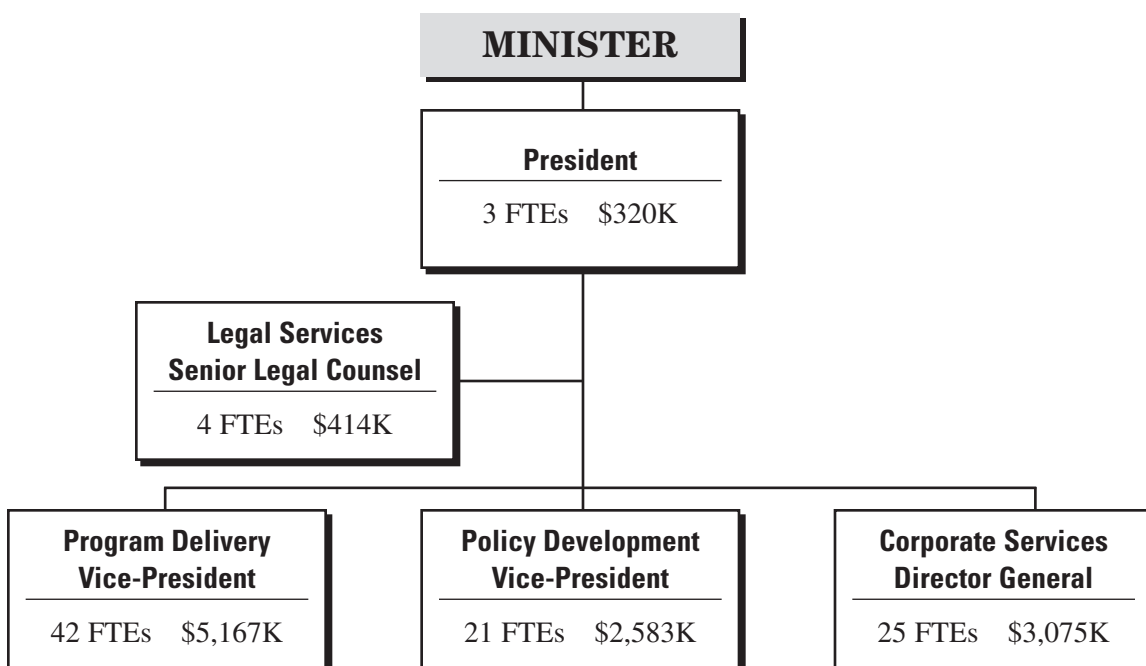
- administer the federal environmental assessment process established by the Act and its regulations;
- provide administrative and advisory support for environmental assessment review panels, comprehensive studies and mediators;
- promote the uniformity and harmonization of environmental assessment activities across Canada at all levels of government;
- ensure opportunities for meaningful public participation in the federal environmental assessment process;

- promote sound environmental assessment practices in a manner consistent with those established in the Act;
- promote or conduct research and development on environmental assessment matters; and
- encourage the development of sound environmental assessment techniques and practices.

In addition, by order-in-council, the President has been designated as the federal administrator of the environmental and social protection regimes set out in chapters 22 and 23 of the 1975 *James Bay and Northern Quebec Agreement* (JBNQA). As the federal administrator, the President is responsible for ensuring both the integrity and the delivery of environmental reviews under federal jurisdiction in the territory covered by the JBNQA. The President also seeks to ensure the co-ordination of federal JBNQA environmental assessment requirements with those of the *Canadian Environmental Assessment Act*.

### Responsibility Structure

The Agency has one program and one business line, simply called Environmental Assessment. The reporting structure to the Minister of the Environment is as follows:



FTE = Full Time Equivalent

## 2.2 Departmental Objective

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The Agency has one objective, which also serves as its mission:

***To provide Canadians with high-quality federal environmental assessments that contribute to informed decision making in support of sustainable development.***

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## 2.3 Planning Context

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The Agency operates in a complex and constantly evolving environment. Its capacity to carry out its mission is based on its ability to meet new challenges and adapt to emerging trends. One major element is the review of the *Canadian Environmental Assessment Act*, described in section 3.4. Other socio-economic and political factors affecting future plans and priorities of the Agency include the following:

**Balancing Competing Interests:** Environmental assessment is at the forefront of many sensitive issues affecting development, environmental protection, Aboriginal interests, and federal-provincial relations. The complexity and profile of projects undergoing assessments are increasing and involve competing stakeholder interests. The challenge is to balance these interests while maintaining productive relationships and delivering high-quality services to all stakeholders.

**Shared Environmental Management Responsibility:** Under the Canadian Constitution, responsibility for environmental management is an area of shared jurisdiction between the federal and provincial governments. Although this arrangement can give rise to potential duplication and inconsistent application of environmental assessment, a spirit of co-operation between jurisdictions is emerging. To ensure a predictable, consistent and efficient process, the Agency must continue to foster co-operation among jurisdictions both through agreements and clear communication.

**Aboriginal Self-governance:** Through comprehensive land-claim and self-government agreements, Aboriginal-based environmental assessment regimes are being established that are reshaping the conduct of assessments throughout Canada. The Agency must ensure that these new regimes respect the self-determination objectives of Aboriginal communities while at the same time maintaining environmental integrity and achieving sustainable development goals.

**Litigation:** A powerful recent trend in Canadian public policy has been the role of the courts in shaping many areas of public policy, from human rights to federal-provincial relations. Environmental assessment has also been affected by recent court decisions. This is a natural evolution for any new legislation. Over the long run, however, these initial growing pains provide the clarification, and direction needed to increase the certainty and predictability of the environmental assessment process.

**Globalization:** An important development in the last decade has been the globalization of the economy. In a global economy, public policies must be scrutinized for their impacts on competitiveness. Globalization draws attention to the potential for Canada's environmental assessment laws and regulations to adversely affect the private sector, particularly when compared to the processes of our trading competitors. Although a number of studies have concluded that the cost of environmental assessment in Canada is typically a very low percentage of the total cost of a project, and effective environmental assessment processes provide net economic benefits to society, greater certainty in the process remains a key to competitiveness.

## 2.4 Departmental Planned Spending

(thousands of dollars)	Forecast Spending 2000-2001*	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
<b>Budgetary Main Estimates</b>	15,030	<b>15,061</b>	14,921	14,921
Less: Respendable revenue	(3,591)	<b>(3,501)</b>	(3,501)	(3,501)
<b>Total Main Estimates</b>	11,439	<b>11,560</b>	11,420	11,420
Adjustments**	501	–	–	–
Net Planned Spending	11,940	<b>11,560</b>	11,420	11,420
Less: Non-respendable revenue	(28)	–	–	–
Plus: Cost of services received without charge	1,368	<b>1,569</b>	1,582	1,610
<b>Net Cost of Program</b>	13,280	<b>13,129</b>	13,002	13,030
<b>Full Time Equivalents</b>	95	<b>95</b>	95	95

\* Reflects best forecast of total planned spending to the end of the fiscal year.

\*\* Adjustments are to accommodate approvals obtained since the Main Estimates and are to include Budget initiatives, Supplementary Estimates and other adjustments.

## **SECTION III Plans, Results, Activities and Resources**

### **3.1 Business Line Details**

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#### **Business Line Objective**

The Agency reports to Parliament using the following business line objective, which is also its mission statement:

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***To provide Canadians with high-quality federal environmental assessments that contribute to informed decision making in support of sustainable development.***

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#### **Business Line Description**

The Agency is responsible for providing advice and recommendations to decision makers that reflect public values and the principles of sustainable development. By strengthening partnerships, the Agency also facilitates environmental assessment approaches that are co-ordinated across government and harmonized with other jurisdictions, including Aboriginal regimes. The Agency is continuously improving the federal environmental assessment process by enhancing its efficiency, effectiveness, predictability and consistency, all the while promoting the highest standards of quality. In addition, the Agency provides guidance and training to federal departments to improve their understanding of, and compliance with, the *Canadian Environmental Assessment Act* and the *1999 Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. Finally, the Agency represents Canada's environmental assessment interests in international forums.

## 3.2 Summary of Key Result Commitments

The following summarizes the Agency's long-term key results commitments as well as the strategic priorities it has adopted to achieve these results.

Key Result Commitments	Strategic Priorities
Environmental assessments that are effective, efficient, involve public participation and support the principles of sustainable development.	<ul style="list-style-type: none"> <li>• Be recognized as a credible advocate of high-quality environmental assessment.</li> <li>• Advance the science and practice of environmental assessment.</li> <li>• Learn from experience and share results.</li> </ul>
Environmental assessment approaches that are co-ordinated across government and harmonized with other jurisdictions.	<ul style="list-style-type: none"> <li>• Clarify and improve environmental assessment processes with other jurisdictions and with federal partners.</li> <li>• Strengthen relationships with partners and stakeholders.</li> </ul>
Consistent and predictable application of environmental considerations into federal decision making.	<ul style="list-style-type: none"> <li>• Improve the Agency's capacity to monitor, assess and foster compliance.</li> <li>• Address gaps in the application of the Act and other federal environmental assessment processes.</li> </ul>

## 3.3 Planned Results, Activities and Resources

### KEY RESULT COMMITMENT No. 1:

***Environmental assessments that are effective, efficient, involve public participation and support the principles of sustainable development.***

### Context

The federal environmental assessment process is based on the principle of self-assessment. Under this principle, federal departments and agencies responsible for making a decision on a project are, in general, responsible for the conduct of the assessment. They determine the scope of the project and the factors to be considered, directly manage the process and ensure that the assessment is prepared in accordance with the *Canadian Environmental Assessment Act*.

Advocacy is central to the Agency's leadership role in the federal process. It must be an effective advocate of sound environmental management – providing relevant and timely advice, guidance, training and recommendations to those that are ultimately responsible for making decisions.

Sound environmental management also requires incorporating environmental factors early enough in a project's planning stage so that adverse environmental effects and related financial costs are reduced or avoided. It also means conducting environmental assessments that are broad enough to cover all potential environmental effects.

However, project decisions do not represent the full range of federal decision making. The environmental assessment of policy, plan and program proposals, known as Strategic Environmental Assessment (SEA), seeks to incorporate environmental considerations into the development of public policies. Through SEA, environmental considerations can be addressed at the earliest appropriate stage of planning, as are economic and social considerations. Thus, SEA is an effective means to incorporate sustainable development into federal decision making.

Another fundamental aspect of sound environmental management is meaningful public participation. Through public participation, all interested persons and organizations can contribute, and see how their contributions have made a difference. Proponents and government decision makers are provided with information about possible environmental effects, and can better address public concerns and priorities. This leads to final decisions that more closely reflect community values. Effective public participation builds greater trust and confidence in the environmental assessment process and greater acceptance in the decisions that result from this process.

The Agency also has a responsibility to take a leadership role in promoting continuous learning, responding to clients needs and ensuring that communication with all stakeholders is maintained and enhanced.

The following are the planned results for the planning period as well as the strategic priorities and related activities to be undertaken to achieve these short-term results.

**PLANNED RESULT:**

---

***The Agency is acknowledged as a centre of environmental assessment expertise across Canada.***

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**STRATEGIC PRIORITY:**

---

***Be recognized as a credible advocate of high-quality environmental assessment.***

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**Related Activities for 2001-2002**

- Environmental assessment information will be incorporated into the consumer information gateway to raise the profile of the process as an essential element of government decision making.
- The Agency will continue to provide leadership on strategic environmental assessment by: continuing to market the *1999 Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*; by providing advice and support to federal departments in the implementation of the directive; and by developing additional resource material on the practice and evaluation of strategic environmental assessments.
- Communications tools will soon be launched to increase the awareness of environmental assessment and promote its use – including promotion kits on the Agency’s Sustainable Development Strategy (see section 4.2 for more information regarding the Agency’s Strategy for 2001-2003).
- An information management and technology strategy will also be developed to support Government-on-Line initiatives. Efforts will be focused on promoting effective and efficient delivery of information and services electronically to clients and stakeholders.
- The Agency will provide direction in government-wide efforts to establish and deliver long-term, co-ordinated approaches to training and guidance.
- The Agency will continue to manage environmental assessment review panels, including Red Hill Creek Expressway, Canadian Millennium Pipeline Project, Highwood Storage and Diversion Plan and the Georgia Strait Crossing Pipeline Project.
- Advisory services, co-ordination, opportunities for public comment and ministerial support will be provided for more than 20 ongoing comprehensive studies.



**PLANNED RESULT:**

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***Environmental assessments are efficient, effective and encompass Canadian concerns.***

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**STRATEGIC PRIORITY:**

---

***Advance the science and practice of environmental assessment.***

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**Related Activities for 2001-2002**

- The Agency will promote the development and use of class screening approaches through guides, training modules and cross-Canada awareness sessions.
- Methods will be explored for integrating traditional ecological knowledge – the knowledge rooted in the culture and lifestyles of traditional resource users – into the federal environmental assessment process.
- The Agency will provide leadership and financial support toward research and development projects in an effort to bring innovation to the practice of environmental assessment.
- Alternative dispute resolution mechanisms for the environmental assessment process will be developed in conjunction with other federal departments.
- Opportunities for public participation will be promoted through the new Web site and the Participant Funding Program for review panels.

**PLANNED RESULT:**

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***Environmental factors are better integrated into planning and decision-making processes.***

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**STRATEGIC PRIORITY:**

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***Learn from experience and share results.***

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**Related Activities for 2001-2002**

- Client access to information will be greatly improved with the launch of the Agency's new Web site that will conform to government standards and will be more user and search friendly ([www.ceaa-acee.gc.ca](http://www.ceaa-acee.gc.ca)).
- Instructional materials describing a best practices approach to federal screenings will be made available for use by environmental assessment trainers both within and outside of government.

- Seminars will be delivered to environmental assessment practitioners to disseminate the knowledge gained and the innovation developed through the Research and Development Program.
- Training and guidance products will continue to be developed and tailored to suit the specific needs of clients to improve their understanding of their roles in the process and the benefits of good environmental management.

**Performance Measurement**

The following planned results and indicators demonstrate how the Agency and federal departments will measure progress toward Key Result Commitment No. 1.

Planned Result	Performance Indicators
The Agency is acknowledged as a centre of environmental assessment expertise across Canada.	<ul style="list-style-type: none"> <li>• percentage of research proposals which are linked to Agency research and development priorities</li> <li>• number of people attending training and guidance seminars</li> <li>• number of training and guidance products that are developed to suit the needs of specific clients</li> </ul>
Environmental assessments are efficient, effective and encompass Canadian concerns.	<ul style="list-style-type: none"> <li>• percentage of environmental assessments which included public participation</li> <li>• percentage of assessments that are conducted through the class screening process</li> <li>• number of comments received during the public review of comprehensive study reports</li> </ul>
Environmental factors are better integrated into planning and decision-making processes.	<ul style="list-style-type: none"> <li>• percentage of assessments that are integrated into the project planning stage</li> <li>• number of projects where mitigation measures were implemented to reduce significant adverse environmental effects</li> </ul>

**KEY RESULT COMMITMENT NO. 2:**

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***Environmental assessment approaches that are co-ordinated across government and harmonized with other jurisdictions.***

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**Context**

Environmental assessment in Canada is a shared jurisdiction between the federal and provincial governments and, more recently, with First Nations. When more than one jurisdiction is involved in the environmental assessment of a single project, co-ordination is needed to avoid duplication, increase certainty, and reduce costs and delays. The Agency continues to seek enhanced co-operation as well as greater quality and efficiencies of the environmental assessment process wherever possible.

As well, ongoing relations with Aboriginal communities remain crucial, since their emerging processes under self-government and land-claim agreements play an increasingly prominent role in the review of new projects.

The Agency's capacity for leadership in advancing the science and practice of environmental assessment is enhanced by working co-operatively with its partners and stakeholders. The Agency will continue to strengthen its extensive array of internal and external networks both to establish common goals on which to base partnerships and to advance the federal environmental assessment process.

By understanding, fostering and enriching partnerships, the Agency can advance interest in good environmental assessment. Canadians can then reap the benefits of improved environmental management.

The following are the planned results for the planning period as well as the strategic priorities and related activities to be undertaken to achieve these short-term results.

**PLANNED RESULT:**

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***Co-operative environmental assessment arrangements are established with other jurisdictions.***

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**STRATEGIC PRIORITY:**

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***Clarify and improve environmental assessment processes with other jurisdictions and with federal partners.***

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**Related Activities for 2001-2002**

- Based on the successes of and lessons learned from previous agreements, the Agency will seek to finalize collaborative harmonization arrangements with Ontario and Newfoundland.
- The Agency will continue to support federal negotiators in addressing environmental management issues in Aboriginal land-claim and self-government agreements to establish sound environmental assessment regimes that meet or exceed the requirements of the Act.
- In conjunction with the United States and Mexico, the Agency will seek to conclude an international environmental assessment agreement for projects with potential transboundary effects.

**PLANNED RESULT:**

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***Sound environmental assessment practices are developed and advanced across Canada.***

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**STRATEGIC PRIORITY:**

---

***Strengthen relationships with partners and stakeholders.***

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**Related Activities for 2001-2002**

- The Agency will continue to enhance and promote the role of the Agency's six regional offices as key centres of guidance and assistance to stakeholders in the federal environmental assessment process.
- Collaborative relationships will be developed to support research relating to key environmental assessment issues to improve the practice of environmental assessment.
- The Agency will meet regularly with its provincial counterparts and with various national organizations and associations through the Regulatory Advisory Committee and with federal partners to promote sound and co-ordinated environmental assessment practices.
- Communications materials for certain stakeholder groups, such as industry associations, will be developed and distributed to outline more precisely how the Act affects them. These materials will also illustrate the relationship of the Act to sustainable development.
- In response to client needs, the Agency will continue to develop approaches for the design and development of training that incorporates the expertise and capacity of environmental assessment practitioners within and outside of government.

## Performance Measurement

The following planned results and indicators demonstrate how the Agency and federal departments will measure progress toward Key Result Commitment No. 2.

Planned Result	Performance Indicators
Co-operative environmental assessment arrangements are established with other jurisdictions.	<ul style="list-style-type: none"> <li>percentage of land-claim and self-government agreements containing environmental assessment provisions that meet or exceed the requirements of the <i>Canadian Environmental Assessment Act</i></li> <li>percentage of projects subject to more than one environmental assessment regime that undergo a single assessment</li> </ul>
Sound environmental assessment practices are developed and advanced across Canada.	<ul style="list-style-type: none"> <li>percentage of co-operative environmental assessments that adhere to established timelines</li> </ul>

### KEY RESULT COMMITMENT NO. 3:

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***Consistent and predictable application of environmental considerations into federal decision making.***

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### Context

Government compliance with environmental assessment processes is an increasingly prominent issue. The Commissioner for the Environment and Sustainable Development identified compliance as an issue and has recommended that the Agency take a leadership role in assisting federal departments to comply with the Act. Although the Act does not explicitly contain enforcement provisions, a priority for the Agency will be to work with federal departments to promote consistent application of the Act.

However, since the Act came into force in 1995, a number of gaps have been identified in its application. For example, many federal organizations, particularly federal Crown corporations, are not required to conduct environmental assessments of their own activities. The Agency has endeavoured to expand the coverage of the Act so that more activities with potential environmental effects are assessed. This effort evolved from extensive nation-wide public consultations and continued input from various stakeholders, such as the multi-stakeholder Regulatory Advisory Committee.

By promoting compliance with the Act, as well as expanding the range of activities that are assessed, the application of the Act and other federal environmental assessment processes can be more transparent and their outcomes more predictable.

The following are the planned results for the planning period as well as the strategic priorities and related activities to be undertaken to achieve these short-term results.

**PLANNED RESULT:**

---

***Implementation and compliance with the Act is improved.***

---

**STRATEGIC PRIORITY:**

---

***Improve the Agency's capacity to monitor, assess and foster compliance.***

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**Related Activities for 2001-2002**

- The Agency secured the agreement of more than 20 departments and agencies to participate in a government-wide quality assurance program (QAP). Elements of the QAP are now actively being developed to monitor compliance, consistency and the overall quality of environmental assessments. The program will also promote continual improvement of all types of assessment activity conducted under the Act (see section 4.3, Collective Initiatives, for more information).

**PLANNED RESULT:**

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***Environmental assessment is applied to a broader range of federal decision making.***

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**STRATEGIC PRIORITY:**

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***Address gaps in the application of the Act and other federal environmental assessment processes.***

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**Related Activities for 2001-2002**

- The Agency will continue to explore options for developing appropriate environmental assessment requirements for the projects of organizations, such as Crown corporations and local authorities, under the Act. This includes the development of regulatory instruments for private entities operating on federal land, such as airport authorities (see section 4.1, Horizontal Initiatives – Regulatory, for more information).
- Amendments to regulations will be developed for the Nova Scotia Offshore Petroleum Board and the Canada-Newfoundland Offshore Petroleum Board to expand their activities subject to the Act (see section 4.1, Horizontal Initiatives – Regulatory, for more information).

- The Agency will participate in the development of options for establishing environmental assessment statutory instruments for federal export credit activities (see section 4.1, Horizontal Initiatives – Regulatory, for more information).
- Discussions will be initiated with Aboriginal groups on the development of several models of regulations governing environmental assessments on reserve lands established under the *Indian Act*.

### **Performance Measurement**

The following planned results and indicators demonstrate how the Agency and federal departments will measure progress toward Key Result Commitment No. 3.

<b>Planned Result</b>	<b>Performance Indicators</b>
Implementation and compliance with the Act is improved.	<ul style="list-style-type: none"> <li>• percentage of environmental assessments that are compliant with the Act</li> </ul>
Environmental assessment is applied to a broader range of federal decision making.	<ul style="list-style-type: none"> <li>• number of new types of projects or activities with potentially adverse environmental effects which are subject to a federal environmental assessment</li> </ul>

## **3.4 Five Year Review of the Act**

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In December 1999, the Minister of the Environment launched a comprehensive review of the Act and its operations. As part of this review, consultations across Canada tapped into the wealth of experience of environmental assessment practitioners, private sector proponents, non-governmental organizations and interested Canadians. The review pointed the way to improvements to the implementation and operation of the Act.

Consistent with the results of these consultations, the Minister’s Report to Parliament will outline proposals to bring greater certainty, predictability and timeliness to the process, improve the quality of assessments and provide for more meaningful public participation.

During the upcoming planning period, the Agency will concentrate on supporting the Minister’s efforts to improve the implementation and operation of the Act.

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## 3.5 Human Resource Management

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### **HUMAN RESOURCE COMMITMENT:**

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***Ensure that the Agency is an exceptional workplace of choice, able to deliver effectively on its mandate now and in the future.***

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To be recognized as a leader in the field of environmental assessment, the Agency is well aware of the importance it must place on sound human resource management. Therefore, to deliver on its commitment, the Agency is focused on several strategic themes: to become a learning organization, actively recruit and retain its work force, build the capacities of this work force, focus on the well-being of the individual, streamline structures and systems, and improve results and accountability.

This effort is founded on the basic values and ethics of the Canadian public service including accountability, honesty, fairness and professional service to Canadians. This will also serve as the basis of a human resource framework to assist the Agency in implementing any approved legislative changes as a result of the review of the Act.

### **Related Activities for 2001-2002**

- Continue to integrate human resource management planning into the business and work plans of the organization, including the Performance Management Program for executives.
- Staff strategically in support of the Agency's priorities, including the use of corporate development programs – Career Assignment (CAP), Management Trainee (MTP), Accelerated Economist Trainee (AETP) and other student recruitment programs.
- Encourage continuous learning by making available ongoing orientation, training and development programs.
- Assist employees in career management and growth.
- Develop and promote government programs such as Employment Equity, Multiculturalism and Official Languages.
- Provide feedback to staff through regular performance evaluation and to managers through the Performance Management Program.
- Continue to recognize staff contributions through the Agency's Awards and Recognition Program.
- Update the Agency's Human Resources Instrument of Delegation.
- Promote a co-operative approach in resolving union and employee concerns and issues through ongoing consultations and communication.



## Performance Measurement

The Agency has adopted the five key human resource management results outlined in the Treasury Board Secretariat's *Framework for Good Human Resources Management in the Public Service*. To measure its performance in achieving these results, the Agency will adapt indicators from the framework and will rely on information from a variety of sources including public service employee surveys, client surveys and periodic reports to central agencies.

Key Result	Description
An Agency based on leadership.	Leadership is the ability to establish a shared vision, to build the organization required to deliver program results and to mobilize the energies and talents of staff.
A work force based on values.	A work force built on values is one that demonstrates competency, representativeness and non-partisanship by ensuring fairness, equity and transparency in its resourcing activities.
A productive work force.	A productive work force is one that delivers goods and services in a cost-effective manner that strives for continuous improvement.
An enabling work environment.	An enabling work environment reinforces good working relationships, safety, fairness and freedom from discrimination and harassment, and fosters the professional satisfaction and growth of employees.
A sustainable work force.	A sustainable work force is one in which the energies, skills and knowledge of people are valued.



## SECTION IV Joint Initiatives

### 4.1 Horizontal Initiatives – Regulatory

The following table outlines the Agency's major and significant regulatory initiatives scheduled for implementation during the planning period (2001-2002).

Legislative or Regulatory Initiative	Planned Results
<p><i>Private Operations Occurring on Federal Lands Regulations</i></p> <p>The Agency will develop a process for assessing the environmental effects of projects carried out or authorized by private entities operating on federally leased lands, for example, local airport authorities.</p>	<p>Consistent, transparent and accountable assessment of private sector projects carried out on federal lands.</p>
<p><i>Oil and gas exploratory project authorizations</i></p> <p>The Agency will amend its regulations to ensure that relevant project authorizations of the Canada-Newfoundland Offshore Petroleum Board and the Canada-Nova Scotia Offshore Petroleum Board trigger application of the <i>Canadian Environmental Assessment Act</i>.</p>	<p>Establishment of a consistent federal environmental assessment regime for oil and gas activities in all Canada's offshore frontier areas.</p>
<p><i>Export Credit Projects Regulations</i></p> <p>If directed by Cabinet, the Agency will establish an assessment process for projects receiving financial assistance from the Export Development Corporation.</p>	<p>Consistent, transparent and accountable environmental assessments of private sector projects assisted through export credit support that may have a potential for significant environmental effects.</p>

### 4.2 Sustainable Development Strategy

The Agency has been successful in meeting the commitments outlined in its 1997 Sustainable Development Strategy. Over the last three years, the Agency has broadened the scope of the application of the Act and developed tools to improve monitoring of, follow-up to and compliance with the Act. It has also worked co-operatively with a range of stakeholders to promote a consistent, predictable and efficient environmental assessment process across Canada. Perhaps its greatest achievement has been to put in place a solid foundation from which the Agency can move forward in promoting sustainable development decision making.

In preparation for the 2000 Strategy, a comprehensive evaluation of the 1997 Strategy, entitled *Achievements and Expectations* (available at [www.ceaa-acee.gc.ca](http://www.ceaa-acee.gc.ca)), was undertaken. This was followed by an in-depth issue scan, where all Agency activities

were reviewed to determine their impact on sustainable development and to identify any challenges that may impede progress. To address these challenges, the Agency plans to build on the strategic direction outlined in its first Strategy, but will focus its efforts on areas where it can be most effective. This more selective focus of the Strategy will not limit the ongoing work on other programs, policies and operations that clearly contribute to sustainable development.

The Agency's second Strategy, *Environmental Assessment: A Critical Tool for Sustainable Development* (available at [www.ceaa-acee.gc.ca](http://www.ceaa-acee.gc.ca)), presents an opportunity for the Agency to advance sustainable development beyond the accomplishments of the first Strategy. Considering the Agency's mission, it is uniquely positioned so that many of its activities contribute to sustainable development. While the Agency will continue this effort, the purpose of the Strategy is to highlight new directions and strategic opportunities to be pursued over the next three years. The new Strategy focuses on the following goals.

**Expanding the Knowledge:** Enhancing the application of environmental assessment among federal departments is a key tool to support sustainable development. The Agency is committed to supporting the development of class screenings, reducing unwarranted assessments, increasing public participation in the environmental assessment process and strengthening relationships with partners and stakeholders.

**Building Effective Partnerships:** The Agency is committed to improving its capacity to monitor, assess and foster compliance, addressing gaps in the application of the Act and other federal environmental assessment processes, and clarifying and improving environmental assessment processes with other jurisdictions and with federal partners.

**Strengthening Internal Capacity:** The Agency must be recognized as a credible advocate of high-quality environmental assessments. To accomplish this, it is committed to maintaining its highly competent labour force and to making its internal operations a model of environmental excellence.

## 4.3 Collective Initiatives

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### Quality Assurance Program

The Agency is currently developing a detailed draft framework for a program to ensure that federal environmental assessment activities meet the legal requirements of the Act and are conducted to a high standard of quality. Departments and agencies will be consulted to finalize the framework and to develop specific implementation plans.

**KEY RESULT COMMITMENT:**

***Consistent and predictable application of environmental considerations into federal decision making.***

List of Partners	Money Allocated by Partner	Planned Results
<ul style="list-style-type: none"> <li>• Agriculture and Agri-Food Canada</li> <li>• Atlantic Canada Opportunities Agency</li> <li>• Canada Economic Development</li> <li>• Canadian Food Inspection Agency</li> <li>• Canadian International Development Agency</li> <li>• Canadian Nuclear Safety Commission</li> <li>• Canadian Transportation Agency</li> <li>• Environment Canada</li> <li>• Fisheries and Oceans Canada</li> <li>• Foreign Affairs and International Trade</li> <li>• Health Canada</li> <li>• Human Resources Development Canada</li> <li>• Indian and Northern Affairs Canada</li> <li>• Industry Canada</li> <li>• National Defence</li> <li>• Natural Resources Canada</li> <li>• Parks Canada</li> <li>• Public Works and Government Services Canada</li> <li>• Transport Canada</li> <li>• Western Economic Diversification Canada</li> <li>• Veterans Affairs Canada</li> </ul> <p>Additional partners are expected as the program evolves.</p>	<p>Resources have not been defined at this time, pending decisions on proposals from the review of the Act (see section 3.4).</p>	<ul style="list-style-type: none"> <li>• More consistent application of the requirements of the <i>Canadian Environmental Assessment Act</i> by federal departments and agencies.</li> <li>• Higher quality assessments which result in actual improved environmental outcomes.</li> <li>• Methodologies are established that provide a strong link between the Act and good environmental management practices.</li> </ul>



## SECTION V Financial Information

**Table 5.1 Summary of Transfer Payments**

(thousands of dollars)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
<b>Contributions</b>				
Canadian Environmental Assessment Agency	439	1,395	1,395	1,395
<b>Total Transfer Payments</b>	439	1,395	1,395	1,395

Note: Contributions to facilitate public participation in review panels (known as the Participant Funding Program) are directly related to panel activity undertaken by the Agency. As of February 23, 2001, four review panels had been referred from the previous reporting period, reflecting \$43,000 in forecast spending for the 2000-2001 fiscal year.

**Table 5.2 Source of Respendable and Non-respendable Revenue**

### *Respendable Revenue*

(thousands of dollars)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
<b>Revenues credited to the Vote</b>				
Cost recovery for environmental assessment services	–	3,351	3,351	3,351
Cost recovery for publications, training and education materials (federal)	83	90	90	90
Cost recovery for publications, training and education materials (external)	105	60	60	60
<b>Total Respendable Revenue</b>	188	3,501	3,501	3,501

Note: The \$3.4 million authority for recovery of panel review costs is dependent on the level of panel activities that is eligible for cost recovery. If there are no review panels conducted during 2001-2002 that are eligible for cost recovery in accordance with the Ministerial Order, this authority will not be used.

**Table 5.2 Source of Respendable and Non-respendable Revenue (continued)*****Non-respendable Revenue***

(thousands of dollars)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Refund from Previous Year Expenditures	28	–	–	–
<b>Total Non-respendable Revenue</b>	28	–	–	–
<b>Total Program Revenues</b>	216	<b>3,591</b>	3,591	3,591

**Table 5.3 Net Cost of Program for the Estimates Year**

(thousands of dollars)	Canadian Environmental Assessment Agency
Net Planned Spending	11,560
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	650
Contributions covering employees' share of employees' insurance premiums and expenditures costs paid by Treasury Board	461
Worker's compensation coverage provided by Human Resources Development Canada	–
Salary and associated expenditures of legal services provided by Justice Canada	458
	<b>1,569</b>
<b>2001-2002 Net Cost of Program</b>	<b>13,129</b>



## SECTION VI Other Information

### 6.1 References and Agency Web Site

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##### Prairie Region

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**Internet Address:**  
[www.ceaa-acee.gc.ca](http://www.ceaa-acee.gc.ca)

**Federal Environmental Assessment Index  
Web site:**  
[www.ceaa-acee.gc.ca/registry/registry\\_e.htm](http://www.ceaa-acee.gc.ca/registry/registry_e.htm)

**E-mail:** [index@ceaa.gc.ca](mailto:index@ceaa.gc.ca)

##### Atlantic Region

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## 6.2 Recent Publications and Additional Information

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The following reports can be obtained from the Agency's Web site ([www.ceaa-acee.gc.ca](http://www.ceaa-acee.gc.ca)) or by contacting the Agency's Communications Office ([info@ceaa.gc.ca](mailto:info@ceaa.gc.ca)):

- *Environmental Assessment: A Critical Tool for Sustainable Development*, February 2001. The Agency's Sustainable Development Strategy for the 2001-2003 period.
- Canadian Environmental Assessment Agency, Performance Report for the period ending March 31, 2000.
- Report of the EUB-CEAA Joint Review Panel: *Cheviot Coal Project*, August 2000. A report on the recommendations of the independent review panel concerning the Cheviot Coal mining project near Hinton, Alberta.
- Operational Policy Statement No. 4: Using the Class Screening Process under the *Canadian Environmental Assessment Act*, August 2000
- Operational Policy Statement No. 5: Preparing Project Descriptions under the *Canadian Environmental Assessment Act*, August 2000
- *Federal Environmental Assessment – Making A Difference*, March 2000. This is a booklet on benefits and successes of environmental assessment.
- *Dilemma at I.M.Perplexed School*, Spring 2000. This is a brochure for children on the environmental assessment process.
- *Working for Canada's Environment*, March 2000. This is a brochure on recent accomplishments and commitments for the Canadian Environmental Assessment Agency.
- *Reference Guide for Project Proponents on the Cost Recovery of Environmental Assessment Review Panels*, March 2000.
- *Evaluation of the Canadian Environmental Assessment Agency's 1997 Sustainable Development Strategy*, Spring 2000. This document describes the accomplishments and results for each action plan that was described in its 1997 Sustainable Development Strategy.
- *Review of the Canadian Environmental Assessment Act – A Discussion Paper for Public Consultation*, December 1999.