



Canadian Environmental Assessment Agency

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

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 of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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 funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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**For the period ending
March 31, 2001**

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

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Executive Summary

The Canadian Environmental Assessment Agency promotes environmental assessment as a planning tool to protect and sustain a healthy environment, and to meet the expectations of Canadians who want a growing economy in harmony with a healthy environment. The Agency has an annual budget of approximately \$12 million and a staff of 100 dedicated employees who contribute to the Agency's mission of providing Canadians with high-quality environmental assessments that contribute to informed decision making in support of sustainable development.

To carry out its mission, the Agency undertakes many activities which involve complex and often sensitive issues affecting Canadians. These activities range from the environmental assessment of proposed projects throughout Canada, to the promotion of environmental assessment at a more strategic level in government program planning, to the negotiation of environmental assessment provisions with provincial governments, Aboriginal groups and other countries.

Today, environmental assessment is an integral part of public policy and decision making at all levels of government in Canada. To remain effective and efficient in this capacity, environmental assessment processes must continually adapt and evolve. In this regard, the Agency also undertakes many activities to ensure that environmental assessment maintains its importance and relevancy as a tool in achieving sustainable development.

Over the last year, the Agency supported sustainable development through several major activities, including:

- Using the results of cross-Canada consultations to assist the Minister of the Environment in completing the Five Year Review of the *Canadian Environmental Assessment Act*, culminating in the introduction of Bill C-19 and the tabling of a report to Parliament in March 2001;
- Launching a new Research and Development Program designed to meet future challenges and improve the practice of environmental assessment;
- Supporting the completion of five comprehensive study environmental assessments which contributed to improved project design and mitigation measures to reduce or eliminate potential adverse effects on the local environment and economy; and
- Continuing consultations on bilateral agreements with four provinces and finalizing an agreement with Manitoba in order to improve co-ordination and harmonization of environmental assessment processes.

This report reviews the performance of the Agency for the 2000-2001 fiscal year against previously stated commitments. Key activities are highlighted to demonstrate how they contributed to protecting and sustaining a healthy environment.

SECTION I Minister's Message

I am pleased to present the Performance Report of the Canadian Environmental Assessment Agency for the period ending March 31, 2001.

Environmental issues have become increasingly important on the societal agenda both domestically and internationally. Canadians are proud of our national heritage and have made it clear that a healthy and sustainable environment is essential. Environmental assessment plays a key role in supporting sustainable development and helping to balance fiscal needs with environmental priorities.

On March 20, 2001, I tabled my report to Parliament – *Strengthening Environmental Assessment for Canadians*. This fulfilled the legal requirement to review the *Canadian Environmental Assessment Act* after it has been in force for five years. On the same day, I proposed amendments to the Act through Bill C-19. As a result, Canadians and Parliament now have the benefit of seeing the full extent of proposed legislative, policy and regulatory amendments arising out of the Five Year Review. These proposals are intended to increase the predictability and timeliness of the environmental assessment process, improve the quality of assessments and provide more meaningful opportunities for public participation. Such improvements will assist the Agency in meeting the challenges presented by increasingly complex development projects.

Throughout the year, the Agency provided support and expertise to federal departments and agencies on a variety of comprehensive studies and panel reviews. The Agency, together with the Government of Manitoba, also finalized a harmonization agreement in May 2000. The agreement will improve the collaboration of environmental assessment processes for future projects requiring assessment by both levels of government.

Also in 2000, the Agency launched a Research and Development Program. The program is designed to strengthen and advance environmental assessment practices and methods in the support of sustainable development – in a way that is relevant, credible and efficient. Research and development is fundamental to the work of the Agency. This new program is a major component in fulfilling the Agency's mandate for research and development, as specified by the Act.

In the coming year, the Agency will continue to deliver its core programs and services – fulfilling its mission of providing Canadians with high-quality environmental assessments, thereby preserving our rich environmental heritage.



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

SECTION II Agency Context

2.1 The Canadian Environmental Assessment Agency

The Canadian Environmental Assessment Agency promotes the environmental assessment policies and practices of the federal government. Environmental assessment is its single business. The Agency's objective, which is also its mission statement, is: ***“To provide Canadians with high-quality federal environmental assessments that contribute to informed decision making in support of sustainable development.”*** The Agency is an independent organization accountable to Parliament through the Minister of the Environment¹.

The Agency's key role is to administer the federal environmental assessment process established by the *Canadian Environmental Assessment Act* (the Act). The Act, which came into force in January 1995, sets out a process for conducting environmental assessments of projects where the federal government has certain decision-making responsibilities. As a planning tool, environmental assessment helps to protect and sustain a healthy environment. It involves assessing the effects of a proposed project, policy or program on the ecosystem – the air, water, land and living organisms, including humans. It provides decision makers with the information they need to make decisions which support sustainable development.

Visit our Web site at:
www.ceaa-acee.gc.ca
for additional information on the Agency and its business.

2.2 Co-Delivery Partners

The Act is based on the principle of self-assessment. As such, environmental assessments for proposed projects required under the Act are managed almost exclusively by other federal departments and agencies. Given that environmental assessment is also applied at various levels in Canada, responsibility for the conduct of an environmental assessment may be shared between the federal and provincial governments and with Aboriginal communities. Input from environmental groups, industry and the general public also serves to strengthen the environmental assessment process. Additional information on the Agency's working relationships with its key partners can be found in [Annex I](#).

1. The reporting structure to the Minister of the Environment can be found in [Annex I](#).

2.3 Strategic Outcomes

The Agency's performance expectations for the 2000-2001 fiscal year are presented in [Table 1](#). Reported results have been based on commitments made in the *2000-2001 Report on Plans and Priorities*, which was tabled in Parliament in the spring of 2000. The table outlines the Agency's strategic outcomes. These are the long-term commitments to Canadians which will enable the Agency to achieve its mission. Performance indicators and measures of performance are also outlined for each strategic outcome.

The indicators and measures outlined in [Table 1](#) were developed and introduced for the first time in the *2000-2001 Report on Plans and Priorities*. As an initial step to assist in reporting on many of these longer-term performance measures, Bill C-19 includes specific provisions required for the collection of the necessary data. If approved by Parliament, Bill C-19 will also provide explicit authority, currently absent, for the Agency to obtain information from federal departments and other bodies that conduct assessments under the Act. In addition, new requirements to implement follow-up programs for larger projects will help to determine if mitigation measures for a given project have been implemented and are effective in reducing adverse environmental effects. The Agency also initiated development of program elements, including a quality assurance program, in support of the proposed legislative changes that will improve the collection of data and reporting to Canadians about environmental assessment.

Table 1 – Strategic Outcomes

Strategic Outcome	Performance Indicator	Measure of Performance
Environmental assessments that are effective, efficient, involve public participation, and support the principles of sustainable development	Enhanced effectiveness and efficiency of environmental assessments	<ul style="list-style-type: none"> • Percentage of assessments where mitigation measures were implemented to reduce identified adverse environmental effects • Effectiveness of implemented mitigation measures in reducing identified adverse environmental impacts • Percentage of practitioners with adequate training and guidance • Percentage of environmental assessments which adhere to established time lines
	Improved opportunities for Canadians to be involved in the federal environmental assessment process	<ul style="list-style-type: none"> • Percentage of environmental assessments which included public participation • Level of public satisfaction with involvement in panel review process
	Better integration of environmental factors into planning and decision-making processes	<ul style="list-style-type: none"> • Percentage of environmental assessments completed in early project planning stage
Environmental assessment approaches that are co-ordinated across government and harmonized with other jurisdictions	Enhanced effectiveness and efficiency of co-operative environmental assessment processes	<ul style="list-style-type: none"> • Percentage of projects subject to more than one environmental assessment regime that undergo a single assessment • Percentage of co-operative environmental assessment processes that adhere to established time lines
	New environmental assessment regimes that meet or exceed the requirements of the <i>Canadian Environmental Assessment Act</i>	<ul style="list-style-type: none"> • Percentage of land claims and self-government agreements containing environmental provisions that meet or exceed the requirements of the <i>Canadian Environmental Assessment Act</i>
Consistent and predictable application of environmental considerations in federal decision-making	Application of environmental assessment extended to a wider scope of federal decisions and federal decision makers	<ul style="list-style-type: none"> • Number of new types of projects or activities which have potentially adverse environmental effects subject to federal environmental assessment
	Increased compliance with the <i>Canadian Environmental Assessment Act</i>	<ul style="list-style-type: none"> • Percentage of environmental assessments compliant with the <i>Canadian Environmental Assessment Act</i>

2.4 Considerations

The following considerations serve as background to the progress that may be made by the Agency in achieving its strategic outcomes:

- Environmental assessment plays a significant role toward sound environmental management. However, a clean environment, as part of our quality of life, is achieved through a broad range of collective initiatives.
- The Agency administers a process which is largely applied by other federal departments and agencies, and involves input by a variety of stakeholders. Many performance achievements can only be reached through collective efforts. As such, successes and shortcomings are often shared.
- As the benefits of environmental assessment may often only be measured in the long-term, it is difficult to establish annual performance targets. In many circumstances, it may take decades to measure and thoroughly appreciate the effects of environmental assessment on a project. It takes as long to measure the impacts on the quality of life of affected citizens. It also can be challenging to quantify the success of environmental assessment on a project as predicted adverse effects may not necessarily occur.

2.5 Trends and Challenges

The Agency operates in a dynamic, complex and evolving environment. Environmental assessment is at the forefront of many sensitive issues affecting socio-economic development, environmental protection, Aboriginal interests and federal-provincial relations. The complexity and profile of projects undergoing assessments have increased, and involve competing stakeholder interests. This requires constant adaptation and adjustment to new trends and challenges.

Federal Government Commitments

- Canada is committed to a **clean and healthy environment**. Domestic and international commitments in areas of global environmental change continue to challenge the Agency to further improve environmental assessment as a tool to achieve sustainable development.
- The federal government is placing increased importance on **managing for results and value for money**. In this regard, the Agency must continuously improve and clearly demonstrate the value and contribution that environmental assessment makes to government priorities and the lives of Canadians.
- Canada is committed to creating opportunities through **innovation**. Science has a key role in advancing this agenda. As such, the Agency must continue to take steps to enhance scientific research efforts in the field of environmental assessment.

- The government is also committed to strengthening its **information infrastructure and connecting Canadians**. In line with this, the Agency has recognized the need to use new technologies to continually improve the access, quality and timeliness of information that it offers to Canadians.

Partnerships

- Environmental assessment is a shared jurisdiction in Canada. It is also inherently complex and multi-dimensional in nature. The Agency **partners with many other players** who contribute to ensuring that environmental assessment processes remain predictable, consistent and effective. In addition, solving problems means bringing people together to discuss solutions and helping to co-deliver results. The Agency fosters productive relationships to continually exchange information, deepen its knowledge and remain innovative.

Social and Economic Factors

- Canada must face the challenges of an increasingly **globalized economy**. Globalization places a premium on the efficiency and effectiveness of public policy measures, especially as they relate to economic development and competitiveness. In this regard, it is important that environmental assessment laws and regulations do not unduly impede private sector activity, particularly when compared to those of our trading competitors. Environmental assessments in Canada typically account for a very low percentage of overall project costs, and provide a net economic benefit to society. Continuing improvements in efficiency and process predictability remain important to competitiveness.
- Environmental assessments involve input by numerous stakeholders with often **competing interests**. As the need to balance a strong economy with a healthy environment continues to grow, so will the Agency's challenge in reconciling various interests while maintaining productive relationships and ensuring high-quality, consistent environmental assessments.

2.6 Human Resource Management

As a centre of expertise and leadership on environmental assessment, the Agency is aware of the importance of sound human resource management to achieve its corporate objectives. Ensuring an exceptional workplace of choice that is able to effectively deliver on its mandate now and in the future is a high priority.

The Agency's human resource management results have been outlined in Section IV, 4.2, Human Resource Management.

SECTION III Five Year Review of the Act

Context / Background

The *Canadian Environmental Assessment Act* requires that a comprehensive review of the Act be undertaken five years after its coming into force. In response to this legal requirement, a review of the Act was launched in December 1999 by the Minister of the Environment. As part of the review, broad consultations were held in 2000 to tap into the wealth of experience of environmental assessment practitioners, other federal government departments and agencies, provinces, private sector proponents, Aboriginal people, non-governmental organizations, industry and interested citizens across all regions of Canada. A Five Year Review Web site was also established to disseminate information to Canadians, receive comments, promote dialogue on key issues and encourage participation.

With the completion of the Review's public consultation phase on March 31, 2000, the Agency began to analyze the results of the cross-Canada consultations. The Agency also analyzed recommendations from the Minister's multi-stakeholder Regulatory Advisory Committee, input from regional and national Aboriginal organizations, and a report prepared and endorsed by all provinces and territories, except the Government of Quebec.

The review provided an opportunity for the Agency and its many partners to reflect on the experience gained in the application of the Act and make recommendations for improvements. The review confirmed that there is support for an effective and efficient environmental assessment process at the federal level. It also determined that much of the experience gained in the first five years has been positive; however, there are areas where the Act could be strengthened. These include:

- increased certainty, predictability and timeliness of the process;
- enhanced quality of environmental assessments; and
- more meaningful public participation.

The results of the Review provided the basis of the Minister's report to Parliament, *Strengthening Environmental Assessment for Canadians*, tabled on March 20, 2001. The simultaneous introduction of Bill C-19 meant that Parliament and interested Canadians saw, without delay, the specific legislative proposals arising out of the Five Year Review.

The proposals in Bill C-19 and the Minister's report to Parliament will enhance the Agency's capacity to act upon its strategic priorities². For example:

- Establishing a Federal Environmental Assessment Co-ordinator for each screening or comprehensive study will help *clarify and improve environmental assessment processes with other jurisdictions and other partners*.

2. The Agency's strategic priorities are discussed in greater detail in Section IV, 4.1, Strategic Outcomes.

- New requirements to ensure a follow-up program is conducted for projects that have undergone a comprehensive study or review panel and will see the Agency and others *learn from experience and share results*.
- The requirement for a quality assurance program will help *improve the Agency's capacity to monitor, assess and foster compliance*.
- Amendments to require the assessment of federally funded projects on First Nations' reserve lands and new authority to deal with non-federal entities operating on federal lands, such as National Airports System Airport Authorities, will help to *address gaps in the application of the Act*.

In addition, the Bill proposes to increase certainty through amendments that will prevent a project that has undergone a comprehensive study from being assessed a second time by a review panel.

To further simplify assessments of small routine projects, Bill C-19 proposes a second type of class screenings under the Act. These "replacement class screenings" would remove the need for project-specific assessments for certain straightforward, simple projects that would not have site specific variations.

Canadians will also gain easy access to information about the environmental assessment of projects in their communities and across the country through a new proposed Internet-based Canadian Environmental Assessment Registry.

Detailed information on the Five Year Review, including copies of the Minister's report and Bill C-19 can be found on the Agency's Web site at www.ceaa.acee.gc.ca

Strategy

To meet the demands of the review, the Agency created a special team dedicated solely to supporting the Minister of the Environment's legislated requirement to conduct the review of the Act. This represented a slight change in the organizational structure of the Agency, as resources were shifted within the Agency to the Five Year Review team. Temporary resources were also provided to supplement the Agency's effort. In all, approximately 10 percent of the Agency's work force and 13 percent of its budget were assigned to the review of the Act full-time during the year. However, every section within the Agency, including regional offices, contributed in some way to this initiative.

2000-2001 Results

In 1999-2000, the Agency supported the Minister's review by preparing background reports and holding preliminary discussions with key partners. The Agency also launched the Five Year Review Web site and undertook national public consultations and regional workshops across Canada. In its continuing efforts to support the Minister, the Agency accomplished the following in 2000-2001:

- Additional discussions on improvements to the Act were held with various partners, including:
 - the federal government's Senior Management Committee on Environmental Assessment;
 - environmental practitioners in the federal government;
 - provincial environmental assessment administrators;
 - the Minister's Regulatory Advisory Committee;
 - the environmental assessment caucus of the Canadian Environmental Network;
 - representatives of national Aboriginal organizations; and
 - key industry associations.
- The Five Year Review Web site was maintained to provide ongoing information on the review and to provide Canadians with access to the Minister's report to Parliament and Bill C-19. In total, the Web site received more than 41,000 visits and made a significant contribution to the input received across Canada.
- Following provision of financial support in 1999-2000 from the Agency, the Assembly of First Nations, the Inuit Tapirisat of Canada and the Métis National Council facilitated discussions with Aboriginal peoples and developed recommendations for change which were received in April 2000. The Agency also received submissions from 13 additional regional Aboriginal organizations. These submissions resulted in several proposed amendments to Bill C-19 addressing Aboriginal environmental assessment issues.
- The wide variety of input from Aboriginal and other partners to the Five Year Review was consolidated with the results of the general public consultations, regional workshops and other previous discussions. In all, there was a broad consensus among the more than 1,200 Canadians who provided input to the review on how the federal process could be strengthened.
- In August 2000, a draft bill of proposed amendments to the Act was the subject of targeted consultations with provinces, representatives of national Aboriginal organizations and the Minister's Regulatory Advisory Committee.
- The Agency assisted the Minister in developing and tabling a report and a bill to Parliament in a timely manner, five years after the coming into force of the Act. The transparency of the review and the extensive consultation process have strengthened public confidence in federal environmental assessment, and have resulted in concrete recommendations for improvements. In addition, the high degree of consensus achieved among the broad spectrum of Canadians consulted greatly influenced the contents of the Minister's report to Parliament and the proposed legislative changes in Bill C-19.
- The Agency has undertaken the development of new regulations under the Act, as well as some improvement of existing regulations. This work is in accordance with the Minister's report and, in some instances, will depend on the outcome of the proposed amendments in Bill C-19. These regulatory changes will be implemented as early as possible. In the long term, they will broaden the scope of application of the Act and will allow a greater focus on projects that have a real potential to cause harmful environmental effects.

SECTION IV Agency Performance

4.1 Strategic Outcomes

STRATEGIC OUTCOME 1:

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

Context / Background

The Agency plays an important role in providing relevant and timely advice, guidance, training and recommendations to other government organizations. This helps to ensure that environmental assessment decisions comply with the Act, reflect effective and efficient environmental assessment practices, consider public values and support the principles of sustainable development.

Effective and efficient environmental assessment means many things. Among others, it means incorporating environmental factors early in a project's planning stage so that adverse environmental effects and related financial costs are reduced or avoided. It involves conducting environmental assessments that are broad enough to cover all potential environmental effects. It means ensuring that all groups having an interest or a stake in the outcome of the proposal have the opportunity to provide input. It also includes ensuring that those responsible for making decisions adequately understand and know how to apply the process.

Public participation means ensuring that Canadians have the opportunity to be involved in the federal environmental assessment process. It involves engaging the public in the environmental assessment process in a meaningful way and at appropriate times in the review process.

Supporting the principles of sustainable development means promoting environmental assessment as a tool to help achieve sustainable development. It involves integrating environmental factors into planning and decision making so that environmental effects which may cause serious and irreversible damage to the environment may be identified and mitigated.

Strategy

The Agency has a responsibility to ensure that its actions contribute to these results. To achieve them, the Agency concentrates on four strategic priorities. Serving as more immediate outcomes, these priorities help to focus Agency activities and judge progress toward the Agency's longer-term commitments to Canadians.

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

Advocacy is central to the Agency's leadership role in the federal environmental assessment process. To be an effective advocate of good environmental assessment, Canadians need to have faith in a system that is relevant to their needs and is based on sound practices. Key to advocating high quality environmental assessment is the Agency's ability to promote its value to decision makers from both a business and environmental perspective.

Advance the science and practice of environmental assessment

The Agency's capacity to provide leadership is based in part on its ability to advance and promote leading edge environmental assessment practices. Innovation is increasingly dependent on sharing knowledge and working with others. As such, it is essential for the Agency to engage other resources within and outside government if it is to influence the development of innovative approaches and further the practice of environmental assessment.

The Agency's priorities in this role are to aid in the advancement of environmental assessment, to serve as a repository of environmental assessment trends and advances, and to be an effective knowledge-sharing link between the federal government and other stakeholders.

Learn from experience and share results

There are many benefits to using past experience gained from conducting environmental assessments. Evaluating past assessments greatly assists the Agency and other stakeholders in determining appropriate policy directions and improving guidance. Reporting on the effectiveness of environmental assessment also helps to strengthen public confidence and encourage valuable public participation.

Strengthen relationships with partners and stakeholders

Building and maintaining strong working relationships with partners and stakeholders are at the core of the Agency's success. One effective way that the Agency continues to promote these relationships is through its regional offices. Being closer to clients and partners, regional officials help to maintain strong networks, and promote co-operation and co-ordination among federal departments and other partners across Canada. The Agency also relies on an extensive array of networks to establish common goals on which to base partnerships, advance environmental assessment and continually enhance opportunities for public participation in the process.

2000-2001 Results

- A model class screening report (MCSR) was established for Routine Fish Habitat Restoration and Enhancement Projects in British Columbia and the Yukon. The Agency continued to support the development of 16 additional MCSRs with six federal departments. There are now three class screening models, all of which are frequently used to streamline the assessment process for projects of a similar nature. The Agency's regional offices also played a key role in working with federal departments and agencies to identify candidate projects for the MCSR process.

Benefits of a Model Class Screening Report – Routine Fish Habitat Restoration and Enhancement Projects in British Columbia and the Yukon

Class screenings are intended to simplify the environmental assessment process for projects that have common characteristics and predictable and mitigable environmental effects. Development of a model class screening report (MCSR) provides an opportunity to focus assessments, efficiently use resources and ensure that environmental considerations are taken into account in project planning and implementation.

During 2000-2001, the Agency declared the *MCSR for Routine Fish Habitat Restoration and Enhancement Projects in British Columbia and the Yukon* to be a class screening report for Fisheries and Oceans Canada. Approximately 70 routine, small-scale fish habitat restoration and enhancement projects requiring assessment under the Act are undertaken annually in British Columbia and the Yukon. The new model establishes a process for assessing the environmental effects of these routine projects and for identifying and putting in place measures to protect the environment. Typical projects covered by the model include mechanisms to improve fish movement, such as culverts or beaver dam bypasses; measures to control bank erosion, such as streamside fencing or vegetation planting; or improvements to habitat, such as spawning platforms or incubation boxes.

These projects are often carried out by local community groups and funded by Fisheries and Oceans Canada. In developing the model, consideration was given to all comments received from various partners, such as federal departments, municipal authorities, environmental groups and the public.

- The Agency managed various environmental assessment review panels in 2000-2001. These included panels for the Red Hill Creek Expressway, the Canadian Millennium Pipeline Project, and the Highwood Storage and Diversion Plan. The Cheviot Coal Mine Project was also completed on September 12, 2000, when the joint review panel issued its final report. In its response issued on April 9, 2001, the federal government concurred with all 29 recommendations outlined in the report and agreed with the panel's overall recommendation that the project receive regulatory approval. The Agency fulfilled its responsibilities within established time lines. In addition, all panels included public participation in the review process.
- Advisory, co-ordination, public comment and ministerial services were provided for the completion of five comprehensive studies. The public had an opportunity to participate in the environmental assessment of each project, and thus helped to reduce or mitigate any potential adverse environmental effects. The Agency also provided support for 19 additional comprehensive studies in progress.

Comprehensive Studies Completed during 2000-2001

Comprehensive Study	Project Proponent	Lead Department	Project Description
Kamloops Groundwater Collector Well	City of Kamloops	Western Economic Diversification Canada	The City of Kamloops in British Columbia submitted a proposal to install and operate a groundwater collector well on McArthur Island in Kamloops to provide an emergency intake for the City Central (Main) Water Supply.
Town of Oxford Water Supply	Town of Oxford	Atlantic Canada Opportunities Agency	The Town of Oxford in Nova Scotia submitted a proposal to construct and operate a well field and pipeline to supply a reliable source of potable water to its residents.
Swan Valley Gasification	Swan Valley Gas Corp. / Many Island Pipe Lines Canada Ltd.	Prairie Farm Rehabilitation Administration	The Many Island Pipelines Canada Ltd. and Swan Valley Gas Corporation submitted a proposal to construct and operate a natural gas pipeline system to service Swan Valley in the southern part of Manitoba.
Marmot Basin Ski Development	Ski Marmot Basin Ltd.	The Parks Canada Agency	Ski Marmot Basin Ltd. submitted a proposal to install and operate a new quad chairlift on Eagle Ridge within the Marmot Basin Ski Area in Jasper National Park, Alberta.
Aquarius Gold Mine	Echo Bay Mines Ltd.	Fisheries and Oceans Canada	Echo Bay Mines Ltd. submitted a proposal to develop an open-pit gold mine and ore processing facility on its Aquarius property in the Macklem Township near Timmins, Ontario.

Benefits of a Comprehensive Study – Kamloops Groundwater Collector Well

The City of Kamloops, British Columbia, proposed a project to construct and operate a groundwater collector well at the west end of McArthur Island on the South Thompson River. The collector well has an estimated withdrawal capacity of 40,000 to 48,000 m³/day of groundwater. Western Economic Diversification Canada, which will be funding the project, was required to conduct a comprehensive study assessment of the project.

The federal and provincial environmental assessment processes were harmonized. The comprehensive study report, submitted to the Agency by the City of Kamloops, was also used as the British Columbia *Environmental Assessment Act* Application for Project Approval, and a joint public comment period was undertaken. The provincial review of the project is expected to be completed in the autumn of 2001.

Presently, 88 percent of the City's water supply is provided by the City Central Water System, a single surface water intake on the South Thompson River. There is currently no emergency water supply. The development of a test production groundwater well will serve as an emergency water supply system and ensure that the people of Kamloops are not at risk should the existing system fail. In addition, a long-term pumping test of the collector well will be conducted to assess its adequacy as an alternate water supply. These measures will assist the City in complying with the amended terms and conditions of its water supply permit resulting from water quality concerns raised in 1998 by the Medical Health Officer.

The comprehensive study report showed that the project could be implemented without causing significant adverse environmental effects, taking into account the proposed mitigative measures and follow-up program. Examples of these measures include the proponent's commitment to develop a series of environmental protection plans and to monitor the effect of drawdown on riparian vegetation. The environmental assessment conducted for this project allowed for consideration of environmental factors in the project's planning process, leading to improved environmental management of the project upon implementation.

- An Alternative Dispute Resolution Strategy was developed and adopted by the Agency in January 2001. The strategy was developed following focus group discussions held among senior executives within federal departments, provincial governments and industry. The discussions examined barriers to the increased use of dispute resolution approaches in the environmental assessment process. The finalized strategy outlines a plan to further the use and acceptance of dispute resolution within the federal environmental assessment process.

- Training and guidance offered to partners have been increased by more than 10 percent from the previous year through the delivery of 31 formal training sessions and an additional 56 workshops and presentations on the Act and its application. Approximately 2,400 individuals participated from federal departments, Aboriginal groups, provincial and territorial authorities, private industry, non-governmental organizations and academia. Feedback received from the sessions indicated a high degree of satisfaction among participants. Suggestions for improvement were used to enhance the quality of subsequent courses and presentations.
- New operational policy statements were developed on preparing project descriptions and on the class screening process. The Agency also developed a draft operational statement on follow-up, which will be finalized for distribution later in 2001.
- For the first time, the Agency operated with a completed network of regional offices. These offices play a key role in delivering Agency training and guidance products. They have been instrumental in refining the advice offered by adapting training and guidance to reflect specific regional requirements. Regional offices also provided ongoing, single-window liaison services between partners including federal, provincial and territorial governments. In 2000-2001, the Quebec regional office alone received approximately 350 requests for information or advice relating to the Act and its regulations.
- The Agency improved the use of traditional ecological knowledge (TEK) in the federal environmental assessment process. Specifically, the Agency contributed to several initiatives undertaken by various partners to develop tools for the incorporation of TEK in assessments. In addition, Bill C-19 proposes amendments that formally recognize the value and use of community and Aboriginal traditional knowledge in conducting environmental assessments.
- The Agency successfully launched a new research and development (R&D) program in September 2000. The program was developed to foster innovation and excellence in the practice of environmental assessment. To date, 83 proposals have been received, of which 19 have received funding from the Agency. The Agency intends to further enhance support for R&D in the upcoming years by developing and expanding relationships with various partners, most notably with Canadian research institutes and universities. Through the R&D Program, the Agency is able to continue its leadership, both nationally and internationally, as an advocate of excellence in environmental assessment.

Research and Development in Environmental Assessment

In 2000-2001, the Canadian Environmental Assessment Agency launched a research and development (R&D) program in environmental assessment to improve the practice of environmental assessment and to help the federal government meet future challenges.

Early on, innovation, excellence, relevance and communication were identified as guiding principles for the Program. The importance of providing value for money was also identified as a program priority. In addition, building partnerships with other organizations was seen to be crucial in implementing the Program, especially as it was intended to be of interest and value to the Canadian environmental assessment community at large. As a result, the Agency implemented the Program in concert with other federal departments, and developed partnerships with the provinces, educational and research institutions, the private sector and environmental organizations.

The Program includes a transparent and competitive process for seeking proposals, and awarding funding for research projects. There is also a peer review process of final reports to ensure that the research meets the standards of excellence within the research community. Finally, in keeping with the principle of communicating and sharing information, the Agency will be publishing research reports on its Web site, in both official languages. As part of the Program, the Agency has also developed a cross-country seminar series that will bring together researchers, policy makers and practitioners to discuss implications of the research findings. This series promises to be extremely exciting as it bridges the gap between research and practice, and may result in future research projects aimed at combining the needs of practitioners with the future-oriented vision of researchers.

- The Agency's Web site was updated to make it more user-friendly. Launched in March 2001, the new site has undergone significant improvements to both design and content. As a result, the site has received more than a 100 percent increase in visits by the public. Further improvements will be made to the Web site in the near future to monitor the level of public participation it has facilitated. These improvements will help to assess its contribution to the Agency's strategic outcomes.
- Following the federal government's adoption of the Cabinet Directive on the Environmental Assessment of Policy and Program Proposals in 1999, the Agency has worked with other departments and agencies to promote high-quality, consistent strategic environmental assessment (SEA) practices. In 2000-2001, the Agency offered briefings to various government organizations on the directive and its implementation. Approximately 75 percent of the departments and agencies governed by the directive have been briefed. The interdepartmental SEA committee held two meetings this year to identify tools and approaches to implement the directive. Consistent with this initiative, the Agency has also put in place a new process to identify Cabinet initiatives that may require SEA.

- The Agency continued to actively participate in numerous committees which promote co-ordinated approaches to sustainable development. These committees include the Sustainable Development Co-ordinating Committee, the Assistant Deputy Ministers' Task Force on Sustainable Development, the Interdepartmental Network on Sustainable Development and the Performance Measurement for Sustainable Government Operations Committee.

STRATEGIC OUTCOME 2:

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

Context / Background

All federal and provincial jurisdictions in Canada administer some form of environmental assessment regime. The application of these regimes to a single project requires co-operation to avoid duplication, increase certainty and reduce costs and potential delays.

The Agency promotes consistent approaches to environmental assessments across Canada and with its international partners. In this regard, the Agency works with provincial partners to develop harmonized processes wherever possible. It also fosters ongoing relations with Aboriginal communities. The emerging environmental assessment processes under self-government and land claim agreements play an increasing role.

Finally, the Agency is also engaged in clarifying and improving environmental assessment processes that have international implications. International relationships give Canada the opportunity to share and gain expertise and establish mechanisms to support global sustainable development, both within and outside Canada. In addition, Canada's international responsibilities must reflect foreign trade policy and ensure that the competitive position of Canadian exporters is not adversely affected.

STRATEGY

To achieve this strategic outcome, the Agency has adopted as a strategic priority to:

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

Effective application of environmental assessment processes requires input and co-operation by various stakeholders. By fostering interjurisdictional networks and partnerships, the Agency can play a role in improving environmental assessment processes at all levels. Canadians can then reap the benefits of improved environmental management.

2000-2001 Results

- Advice and assistance continued to be provided on an ongoing basis to 14 First Nations and to Indian and Northern Affairs Canada toward the development of environmental assessment regimes under the new *First Nations Land Management Act*. These are to be in place within 12 months of the individual band's land administration codes being approved by the band's administration. Although several bands have now put in place such land codes, requests have been made to extend the time lines for implementation of environmental assessment provisions as a result of the complexity of implementation.
- The Agency supported federal negotiators as they worked to incorporate environmental assessment provisions into comprehensive land claim and self-government agreements. In the past year, the Agency has been actively involved in 37 negotiations involving Aboriginal groups from across Canada. Several of those agreements are nearing completion. In addition, in support of the federal negotiators and Agency officials involved in self-government and land claims negotiations, the Agency has completed and secured the endorsement of a comprehensive set of guidelines for negotiators. This initiative will ensure greater consistency among agreements. It is important to note that since implementation of the Act, all negotiated agreements providing an environmental assessment law-making authority, contain provisions requiring that resulting regimes meet or exceed the requirements of the Act.
- Adding to previously negotiated agreements with Alberta, Saskatchewan and British Columbia, a new harmonization agreement was reached with Manitoba in May 2000 under the 1998 *Canada-Wide Accord on Harmonization* and the *Sub-Agreement on Environmental Assessment*. These agreements outline broad principles and practices of co-operation for governments to work together to achieve the highest quality of environmental protection. Work was also undertaken during 2000-2001 toward an agreement with Ontario, and initiation of negotiations began in the spring of 2001 with Newfoundland. Preliminary discussions were also held with New Brunswick. The success and lessons learned from the completion of the signed agreements are now being used to advance these new negotiations. Each new agreement serves to increase the number of projects that undergo a single assessment. For instance in 2000-2001, all proposed projects – within the provinces having signed an agreement and which required both a provincial environmental assessment and a comprehensive study under the Act – underwent a single, harmonized assessment.
- Throughout the year, the Agency worked with federal departments and agencies, territorial governments, resource management boards and First Nations in both the Northwest Territories and the Yukon to develop approaches for a co-ordinated review process for potential northern gas pipeline development. In the Northwest Territories, agreement was reached in March between over a dozen authorities on guidance to proponents of potential northern pipeline projects.
- The Agency provided support to the President of the Agency, who is also the federal administrator of the environmental and social protection regimes set out in the *James Bay and Northern Quebec Agreement* (JBNQA). In 2000-2001, the Agency developed and applied a co-ordinated approach for the application of the Act and the JBNQA

environmental assessment processes for five projects, involving federal departments and the Federal Review Panel. The Agency also co-ordinated joint public consultation activities with the Provincial Review Panel involved in these projects. In addition, Canada-Quebec contribution agreements were also finalized for the two consultative committees (Cree and Inuit) identified under chapters 22 and 23 of the JBNQA.

- The Agency continued to build on its relationships with partners through interdepartmental and multi-stakeholder committees such as the Regulatory Advisory Committee, the Senior Management Committee on Environmental Assessment, Federal-Provincial Environmental Assessment Administrators Group and Regional Environmental Assessment Committees. In particular, these committees have provided a significant contribution to the Minister's report to Parliament on the Five Year Review of the Act. Frank and open discussions held at these meetings helped to foster good working relationships among partners and have contributed to improved environmental assessment processes at all levels.

Building Strong Partnerships

The Agency chairs several committees whose aim is to share information and strengthen environmental assessment.

Committee	Membership	Purpose
Regulatory Advisory Committee	<ul style="list-style-type: none"> • Federal and provincial government representatives. • Aboriginal, industry and environmental non-governmental organization members. 	Consult on federal environmental assessment regulatory and policy matters.
Senior Management Committee on Environmental Assessment	<ul style="list-style-type: none"> • Senior federal government managers representing various departments and agencies. 	Share information on current and upcoming environmental assessment issues pertinent to the federal government.
Federal-Provincial Environmental Assessment Administrators Group	<ul style="list-style-type: none"> • Senior federal and provincial environmental assessment representatives. 	Discuss environmental assessment issues of cross-jurisdictional interest.
Regional Environmental Assessment Committees	<ul style="list-style-type: none"> • Regional environmental assessment representatives from various federal and provincial government departments. 	Share information and discuss co-ordinated approaches to environmental assessment between jurisdictions within a geographic region.

STRATEGIC OUTCOME 3:

Consistent and predictable application of environmental considerations in federal decision-making

Context / Background

Compliance with environmental assessment processes is an increasingly prominent issue. The Commissioner for the Environment and Sustainable Development has recommended that the Agency take a leadership role in assisting federal departments to comply with the Act. Currently, there are no explicit enforcement provisions in Act. Rather, the Agency seeks to foster active compliance by promoting consistent and predictable application of the Act by federal departments and agencies. It does so by working on expanding the coverage of the Act so that more activities with potential environmental effects involving the federal government are assessed. It also encourages compliance by ensuring that those responsible for applying the Act have the appropriate training and tools at their disposal to adequately fulfill their responsibilities.

Strategy

To achieve this outcome, the Agency concentrates on two strategic priorities:

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

Consistent and predictable interpretation of responsibilities under the Act is extremely important. To facilitate and improve compliance, the Agency has a role to play in evaluating how well other departments and agencies understand their responsibilities with respect to the Act. This allows the Agency to identify shortcomings and successes which helps it to improve the guidance offered. The Agency also has an ongoing responsibility to provide training and guidance tailored to the specific needs of federal departments and agencies.

Address gaps in the application of the Canadian Environmental Assessment Act and other federal environmental assessment processes

Since the Act came into force in 1995, the Agency has worked to increase the consistency and predictability of process application through regulations. Regulations serve to improve the quality of compliance and adjust the range of activities to be assessed. These efforts have evolved from extensive, nation-wide public consultations and continued input from various partners.

Finally, there is also the need to strengthen the application of project-related follow-up. It provides feedback on environmental impact predictions and the overall quality of the assessment. Follow-up allows for remedial actions, should impacts of a project deviate from predictions. More broadly, follow-up provides lessons which help to improve the quality of future environmental assessments.

2000-2001 Results

- In January 2001, the *Federal Authorities Regulations* were amended to include the Canada-Nova Scotia Offshore Petroleum Board as a federal authority under the Act. This ensures that when land is leased by the Board to enable oil and gas development projects to proceed, such projects will be subject to an environmental assessment under the Act. This designation is part of the Agency's efforts to develop a more consistent and equitable approach to environmental assessments for offshore oil and gas development projects. The addition of the Board as a federal authority also serves to increase the number of new types of projects subject to the federal environmental assessment process.
- Taking into consideration Bill C-19, the Agency began work with various partners on the initial development and/or amendment of regulations which could potentially be required in connection with the proposed legislative amendments. These include amendments to the *Exclusion List Regulations*, the *Federal Coordination Regulations*, and the *Canada Port Authorities Environmental Assessment Regulations*, and potential development of new regulations applicable to band councils, the Canadian International Development Agency and local airport authorities operating on federally leased lands. Preliminary discussions among affected stakeholders on approaches for development of the regulations were also initiated in 2000-2001 in support of the proposed regulatory amendments. These new regulations, if approved, would lead to an increase in the number of proposed projects, having the potential for significant environmental effects, which would be subject to the Act.
- Adding to the work it had begun in previous reporting periods, the Agency continued to work on the development of a government-wide quality assurance program with federal government departments and agencies. During 2000-2001, the Agency and its partners focused their efforts on developing the program in a manner which would be consistent with proposed amendments put forward to the Act as a result of the Five Year Review. Specific changes were included within Bill C-19 which would enshrine a quality assurance program within the amended Act. The proposed program would monitor and help to enhance compliance with the Act, and would measure the quality of assessments based on a common set of indicators. Its objective would be continual improvement of federal environmental assessments. The program would also provide an additional benefit of serving as a key initiative to improve the measurement of performance toward the Agency's strategic outcomes. Finalization of the program must await completion of the parliamentary process for Bill C-19, as well as comprehensive interdepartmental consultations.

4.2 Human Resource Management

Context / Background

Sound human resource management is recognized as a key factor in the Agency's ability to achieve its mission and deliver on its commitments. The Agency has recognized the importance of ensuring a workplace of choice and strives to continually improve human resource management practices.

Strategy

In order to meet its human resource management commitment, the Agency concentrated on developing capacity in people and on becoming a learning organization. This requires creation of effective leadership at all levels based on public-service values.

2000-2001 Results

With regard to human resource management, the Agency accomplished the following in 2000-2001:

- The Agency addressed common concerns highlighted in the Public Service Employee Survey. Workload, for example, was identified as a key area of concern. Work practices were reviewed and greater use made of student placements, secondments and corporate development programs such as the Management Trainee Program and the Career Assignment Program.
- The Agency continued to promote government programs such as Employment Equity and Official Languages. It succeeded in increasing representation of all target groups. In recognizing that such programs reflect sound management practices which help to attract and retain the best employees available, the Agency continues to monitor its staffing, training and general employment practices to ensure that the principles of these government programs are adequately considered and integrated.
- In valuing the energies, skills and knowledge of its staff, the Agency continued to recognize staff contributions through its Awards and Recognition Program. Awards were provided for exemplary achievements, and six employees were recognized for their years of service. In addition, all staff were offered training, with a variety of sessions offered in-house throughout the year.
- In fostering good working relationships and a shared vision for the Agency, various team-building initiatives were undertaken to bring staff together in a social or broad Agency information exchange setting. These gatherings have played an important role in building a cohesive and congenial working environment, and in ensuring that employees' feedback and concerns are regularly obtained.

ANNEX I Other Agency Information

A1.1 Co-Delivery Partners

The following outlines the Agency's working relationships with its key co-delivery partners:

Federal Departments and Agencies: The Agency maintains close working relationships with federal departments and agencies that have responsibilities under the Act for either conducting environmental assessments or providing technical expertise in support of them. For example, 29 responsible authority departments and agencies initiated over 6000 assessments in 2000-2001 (see [Annex III, A3.3](#), Statistical Summary of Environmental Assessments).

In addition, the Agency chairs the Senior Management Committee on Environmental Assessment as well as the Regional Environmental Assessment Committees consisting of numerous federal departments and agencies. Both are forums for sharing best practices, and shaping training and guidance materials as well as federal policy and regulation.

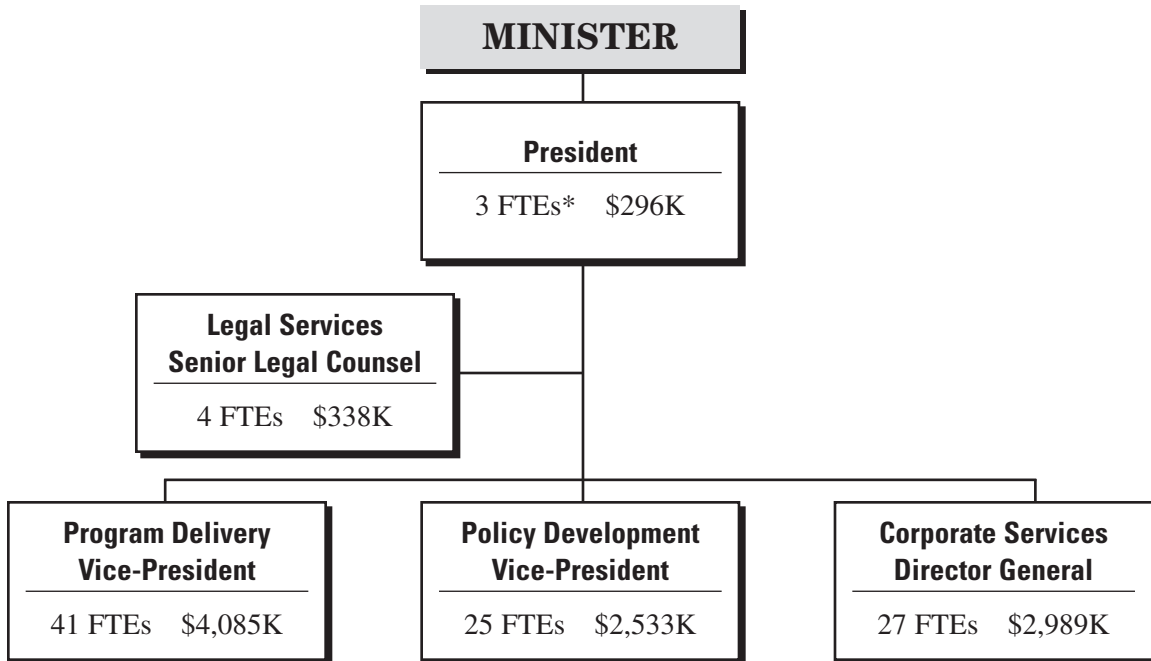
Provincial Governments: Environmental assessment is a shared responsibility. The Agency works with provincial governments to ensure predictable, consistent and effective program delivery. The *Canada-Wide Accord on Harmonization* and the bilateral agreements on environmental assessment co-operation have played a key role in enabling collaborative efforts to minimize duplication and inconsistent process application through joint assessments. The Agency has six regional offices which are key points of interaction and liaison with provincial governments and other partners. They also assist in providing "single-window" regional environmental assessment services.

Aboriginal Communities: Comprehensive land claim and self-government agreements are establishing new Aboriginal-based environmental assessment regimes. The Agency is working closely with Aboriginal groups to develop environmental assessment processes that will assist these communities in promoting sustainable development.

Environmental Non-Governmental Organizations (ENGOS) and Industry: ENGOS and representatives from industry are also key participants in the delivery of environmental assessment products and services to Canadians. They assist the Agency in environmental assessment of projects under the Act. They are also instrumental in providing ideas about and insight into the development of new regulations and improved policies and programs.

A1.2 Agency Organization

Chart A1: Organizational Chart



Net Cost of Program 2000-2001: \$10,241K

* Full-time equivalent (FTE) is a measure of human resource usage based on average levels of employment. During 2000-2001, the Agency employed 100 FTEs, which is equivalent to 100 individuals working full time for one full year.

ANNEX II Financial Information

A2.1 Financial Performance Overview

The Agency ended fiscal year 2000-2001 with a cash balance of 6.0 percent of its operating budget (or total authorities). Overall, the Agency spent \$11,387,427 during the fiscal year. Direct expenditures for major areas of activity include:

	(\$000s)
• Regional offices – information, advice, co-ordination and liaison support	1,448.7
• Analysis, public consultation, development and tabling of a report and bill to Parliament related to the review of the Act	1,010.3
• Tools to advance the implementation of the Act and improve the process, including: amendment of regulations; operational policy statements and class screening models; delivery of client training and education materials; quality assurance program; traditional ecological knowledge in assessments; and alternative dispute resolution strategy	1,170.8
• Policy initiatives including federal-provincial harmonization, Strategic Environmental Assessment and policy research and development	317.4
• Support for incorporation of Aboriginal interests and involvement in environmental assessment through development of provisions in land-claim and self-government agreements in addition to fulfilling obligations under the <i>James Bay and Northern Quebec Agreement</i>	213.1
• Costs associated with review panels, including Cheviot Coal Mine Project, Canadian Millennium Pipeline Project, Highwood Storage and Diversion Plan, and the Red Hill Creek Expressway	198.7
• Support to other departments in the conduct of comprehensive studies and development of recommendations	110.2
• Modernization and maintenance of the Agency's Web site and implementation of Government On-line initiatives	270.7
• Management of human resource related activities to develop capacity in people and become a learning organization	432.4

Although the Agency received authority to recover costs from project proponents for conducting review panels in August 1998, this authority has not yet been used because no eligible review panels have been established. The Agency generated revenues of approximately \$181,662 from the sale of training services and publications.

A2.2 Financial Summary Tables

This section provides financial performance information using a variety of formats. Summary financial data, such as the information presented in [Table A1](#), are displayed using separate column and row headings. For clarity, these headings are defined as follows.

Planned Spending / Revenues	What the plan was at the beginning of fiscal year 2000-2001.
Total Authorities	Includes planned spending plus additional spending Parliament has approved for federal departments to reflect changes in priorities and unforeseen events (referred as operating budget). Total Authorities are Main Estimates, plus Supplementary Estimates plus other authorities that are approved.
Actual	What was actually spent or collected for fiscal year 2000-2001.
Respendable Revenues	Revenues that can be used by the Agency to offset program expenditures, for example, cost recovery for review panels.
Non-Respendable Revenues	Revenues collected on behalf of the government which cannot be used by the Agency to offset program expenditures.

Table A1 Summary of Voted Appropriations

Vote (\$000s)	2000-2001		
	Planned Spending	Total Authorities	Actual
Canadian Environmental Assessment Agency			
15 Program Expenditures	11,418.0	10,991.2	10,241.4
(S) Contribution to Employee Benefit Plans	1,021.0	1,146.0	1,146.0
Total Agency	12,439.0	12,137.2	11,387.4

Note: The variance between Total Authorities and Planned Spending of approximately \$302,000 reflects the fact that the Agency did not seek full authority for its operating budget carry forward in 2000-2001. Actual expenditures were approximately \$1,050,000 less than Planned Spending due to delays in planned changes to the Act.

Table A2 Comparison of Total Planned Spending to Actual Spending

(\$000s)	2000-2001		
	Planned Spending	Total Authorities	Actual Spending
Full-Time Equivalents (FTEs)	95	100	100
Operating	15,935.0	15,257.2	11,126.2
Voted Grants and Contributions	95.0	471.0	471.0
Total Gross Expenditures	16,030.0	15,728.2	11,597.2
<i>Less: Respendable Revenues</i>	<i>(3,591.0)</i>	<i>(3,591.0)</i>	<i>(209.8)</i>
Total Net Expenditures	12,439.0	12,137.2	11,387.4
Other Revenues and Expenditures			
Non-Respendable Revenues	-	-	-
Cost of Services Provided by Other Departments	1,274.0	1,341.9	1,341.9
Net Cost of the Program	13,713.0	13,479.1	12,729.3

Note: Due to rounding, figures may not add to totals shown. The cost of services provided by other departments is approximately \$68,000 greater than planned as a result of increased employee insurance premiums and expenditures paid by Treasury Board Secretariat, and salary and associated costs provided by Justice Canada.

Table A3 Historical Comparison of Total Planned Spending to Actual Spending

(\$000s)	2000-2001				
	Actual 1998-1999	Actual 1999-2000	Planned Spending	Total Authorities	Actual
Canadian Environmental Assessment Agency	9,757.0	11,415.6	12,439.0	12,137.2	11,387.4

Table A4 Revenue

(\$000s)	Actual 1998-1999	Actual 1999-2000	2000-2001		Actual
			Planned Revenues	Total Authorities	
Responsible Revenue					
Canadian Environmental Assessment Agency	722.7	344.0	3,591.0	3,591.0	209.8
Unplanned	-	-	-	-	-
Total Responsible Revenues	722.7	344.0	3,591.0	3,591.0	209.8
Non-Responsible Revenue					
Canadian Environmental Assessment Agency	39.7	14.9	-	-	-
Unplanned	-	-	-	-	-
Total Non-Responsible Revenues	39.7	14.9	-	-	-
Total Revenues	762.4	358.9	3,591.0	3,591.0	209.8

Note: *Responsible Revenues:* In September 1998, the Agency received authority to recover the costs of new review panels from project proponents. Authorities are based on historical average annual panel costs. During 2000-2001, no new eligible review panels were established resulting in a variance of approximately \$3.4 million between Total Authorities and Actual Revenues collected.

Non-Responsible Revenues: Actual 2000-2001 Non-Responsible Revenues consisted mainly of proceeds from the disposal of surplus Crown assets.

Table A5 Statutory Payments

(\$000s)	Actual 1998-1999	Actual 1999-2000	2000-2001		Actual
			Planned Spending	Total Authorities	
Canadian Environmental Assessment Agency	931.0	995.0	1,021.0	1,146.0	1,146.0
Total Statutory Payments	931.0	995.0	1,021.0	1,146.0	1,146.0

Note: The only statutory payment applicable to the Agency is for employee benefit plans.

Table A6 Transfer Payments

(\$000s)	Actual 1998-1999	Actual 1999-2000	2000-2001		Actual
			Planned Spending	Total Authorities	
CONTRIBUTIONS					
Contribution to the Province of Quebec – <i>James Bay and Northern Quebec Agreement</i>	95.0	101.0	95.0	104.0	104.0
Contributions to support the research, development and promotion of environmental assessment ¹	6.0	305.8	-	324.2	324.2
Contributions to assist public participation in environmental assessment reviews ²	111.3	48.1	-	42.8	42.8
Total Contributions	212.3	454.9	95.0	471.0	471.0
Total Transfer Payments	212.3	454.9	95.0	471.0	471.0

1. Contributions to support research and development during 2000-2001 included projects aimed at improving the practice of environmental assessments.
2. The level of demand to fund public participation in review panels depends on the number of major projects under assessment. For 2000-2001, only the Canadian Millennium Pipeline Project required funding assistance. Given that delays in the conduct of this review panel were not identified until after the Main Estimates were tabled, Planned Spending for 2000-2001 was set at zero.

ANNEX III Consolidated Reporting

A3.1 Sustainable Development Strategy

The following outlines the Agency's progress toward meeting the goals set out in its 1997 Sustainable Development Strategy. Results have been reported based on commitments made in the Agency's *2000-2001 Report on Plans and Priorities*. During the reporting year, a revised strategy was developed and tabled in February, 2001³. This revised strategy presents an opportunity for the Agency to advance sustainable development beyond the accomplishments of the first strategy. Progress toward the new goals set out in this revised strategy will be provided starting next reporting period.

3. For additional information on the Agency's revised strategy, please visit the Agency's Web site at www.ceaa-acee.gc.ca

Key Goal #1: Promote high-quality environmental assessment as a tool to implement sustainable development	
Performance Indicator/Objective: Better use of project environmental assessment as a mechanism to support sustainable development	
Targets/Actions for Reporting Period 2000-2001	Progress to Date/Results for 2000-2001
Continue providing guidance to assist project proponents, responsible federal authorities and environmental assessment practitioners to effectively discharge their respective roles under the Act.	<p>Five ongoing panels were managed by the Agency during 2000-2001.</p> <p>Twenty-nine departments and agencies undertook 6,138 screening level assessments in accordance with their environmental assessment obligations under the Act.</p> <p>Five comprehensive studies were completed with recommendations to the Minister of the Environment that included sustainable development measures.</p> <p>The Agency provided ongoing advice to responsible federal authorities to promote compliance with the Act in support of sustainable development.</p> <p>The Agency provided procedural training and project-specific guidance to other federal departments and agencies.</p>
Develop and deliver training products to a wide audience of stakeholders.	<p>The Agency delivered 31 formal training sessions and an additional 56 workshops and presentations to various partners on a variety of topics related to the Act and its operations.</p> <p>Guidance material was developed to assist federal departments carry out their environmental assessment responsibilities. New Operational Policy Statements on preparing project descriptions and on the class screening process were developed. A draft Operational Policy Statement on follow-up was also prepared and due to be finalized in the upcoming year.</p>
Performance Indicator/Objective: Increased integration of strategic environmental assessment into federal policies, plans and program proposals	
Targets/Actions for Reporting Period 2000-2001	Progress to Date/Results for 2000-2001
Work with other federal departments to advocate the implementation of the Cabinet Directive on Strategic Environmental Assessment (SEA) and promote consistent practices concerning SEA reporting across government.	<p>Since the adoption of the Cabinet Directive in 1999, the Agency has promoted SEA across government in a variety of ways including:</p> <ul style="list-style-type: none"> - Chairing an interdepartmental committee on SEA whose mandate is to facilitate the implementation of the Cabinet Directive and share information and best practices. Two committee meetings were held during the year to develop tools and approaches to improve the implementation of the Directive; - Providing 30 briefing sessions to departments and assisting them in determining how to implement SEA; - Providing advice and guidance on the application of SEA principles when asked to assist in the preparation of SEAs; and - Putting in place a new Cabinet process to identify Cabinet initiatives that may require SEA.

Key Goal #2: Promote the use of environmental assessment with other departments and jurisdictions	
Performance Indicator / Objective: Improved awareness and understanding of the federal environmental assessment process	
Targets / Actions for Reporting Period 2000-2001	Progress to Date / Results for 2000-2001
Continue enhancing the role of regional offices as key centres of guidance and assistance to stakeholders.	For the first time, the Agency operated with a completed network of regional offices in 2000-2001. Regional offices delivered training, disseminated guidance products and provided advice and guidance to federal, provincial, private sector and Aboriginal environmental assessment practitioners.
Work co-operatively with federal departments and agencies to implement a system for evaluating the quality of environmental screenings carried out under the Act.	The Agency, in co-operation with the interdepartmental Quality Assurance Committee, continued to work on the development of a government-wide quality assurance program. In 2000-2001, it focused its efforts on refining the development of the Program in a manner which would be consistent with the proposed amendments put forward for the Act. Finalization of the program must await completion of the Parliamentary review process of the proposed amendments to the Act, as well as comprehensive interdepartmental consultations.
Continue providing guidance to assist project proponents, responsible federal authorities and environmental assessment practitioners to effectively discharge their respective roles under the Act.	Several sessions were held with the multi-stakeholder Regulatory Advisory Committee, the Interdepartmental Senior Management Committee on Environmental Assessment, the Federal-Provincial Environmental Assessment Administrators Group and the Regional Environmental Assessment Committees. In addition to resulting in improved knowledge across the federal government on environmental assessment issues and trends, these sessions provided significant input to the development of the Minister's report to Parliament on the Five Year Review of the Act.
Develop and deliver training products to a wide audience of stakeholders.	The training and guidance efforts outlined under Goal #1 included several partners within other departments and jurisdictions and thus helped promote goal #2.
Performance Indicator / Objective: Harmonized application of the Act with other jurisdictions and groups	
Targets / Actions for Reporting Period 2000-2001	Progress to Date / Results for 2000-2001
Negotiate bilateral harmonization agreements with provinces under the <i>Sub-agreement on Environmental Assessment</i> .	A bilateral environmental assessment co-operation agreement was completed with Manitoba to improve collaboration of environmental assessment for proposed projects. This will result in a more efficient, effective and predictable environmental assessment process. Following initiation of discussions in the previous year, work was also undertaken during 2000-2001 toward an agreement with Ontario. Discussions were also initiated with Newfoundland and New Brunswick.

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Targets / Actions for Reporting Period 2000-2001	Progress to Date / Results for 2000-2001
Develop international links and agreements on transboundary environmental impact assessment.	<p>The Agency continued discussions with Mexico and the United States to develop a legally binding agreement on transboundary environmental impact assessment in accordance with the Commission on Environmental Co-operation Council resolution 97-03 (June 1997) of the North American Agreement on Environmental Co-operation.</p> <p>The Agency actively participated in the activities of the United Nations Economic Commission for Europe in support of the implementation of the Convention on Environmental Impact Assessment in a Transboundary Context. Such participation included support for Ministerial participation in two meetings of the parties to the Convention.</p>
Support federal negotiators addressing environmental management issues in Aboriginal land claims and self-government agreements.	<p>Advice and guidance continued to be provided on an as-needed basis to 14 First Nations and Indian and Northern Affairs Canada (INAC) toward the development of environmental assessment regimes under the new <i>First Nations Land Management Act</i>.</p> <p>The Agency supported INAC as it worked to incorporate environmental assessment provisions into several comprehensive land claim and self-government agreements.</p> <p>The Agency continued to assist in the development of tools for environmental assessment processes to assist Aboriginal communities achieve sustainable development goals while respecting cultural and self-determination objectives.</p>
<p>Performance Indicator/Objective: Expanded application of the Act to other organizations</p>	
Targets / Actions for Reporting Period 2000-2001	Progress to Date / Results for 2000-2001
Work with organizations, such as airport authorities and other Crown corporations, to develop appropriate environmental assessment requirements for projects.	The Agency, in collaboration with Transport Canada, worked on the development of an environmental assessment regime for 22 local Airport Authorities currently operating on federally leased land. More detailed work and communications with local Airport Authorities will continue following Royal Assent of Bill C-19, which outlines provisions for a more fulsome regulatory regime for these projects.
Develop, with other federal departments, a legislated approach for conducting environmental assessments of federally funded projects on reserve lands.	In collaboration with the Assembly of First Nations and all federal authorities who fund projects on reserve land, a Memorandum of Understanding, previously negotiated in 1999-2000, was implemented to ensure that all federal authorities will undertake an assessment before funding projects on reserve lands.

Key Goal #3: Refine and improve the science and practice of environmental assessment	
Performance Indicator / Objective: Expanded and improved practice of environmental assessment	
Targets / Actions for Reporting Period 2000-2001	Progress to Date / Results for 2000-2001
Encourage the use of class screenings within the federal government.	The Agency continued to support the development of 16 additional Model Class Screening Reports (MCSRs) with 6 different federal departments. An MCSR was also established for Routine Fish Habitat Restoration and Enhancement Projects in British Columbia and the Yukon.
Support continuing development of a national standard for environmental assessment by the Canadian Standards Association (CSA).	The CSA discontinued work on this initiative in 2000-2001. It could resume should there be agreement from all concerned stakeholders.
Implement the action plan to guide integration of traditional ecological knowledge (TEK) into the federal environmental assessment process.	<p>The Agency undertook the following to guide the integration of TEK:</p> <ul style="list-style-type: none"> - Submitted proposed amendments to the Act related to TEK as part of the Five Year Review; - Continued the evaluation of policy options and tools on the issue of TEK; and - Contributed to several initiatives undertaken by various partners, such as the Union of Ontario Indians to develop tools for the incorporation of TEK in assessments. <p>The development of a TEK guide has been delayed as a result of the Five Year Review of the Act. However, specific commitments to incorporate TEK into assessments have been proposed as a result of the legislative review, and the development of guidance to support those commitments will be necessary once the amendments have been passed.</p>
Expanding knowledge through research and development.	The Agency has initiated a Research and Development Program to improve the practice of environmental assessment. To date, the Agency has funded 19 research projects.
Partner with other federal departments on the development of alternative dispute resolution mechanisms in the environmental assessment process.	An Alternative Dispute Resolution Strategy was developed and adopted by the Agency in January 2001. The strategy outlines a plan to further the use and acceptance of dispute resolution within the federal environmental assessment process.

Key Goal #4: Increase awareness of environmental assessment and its effects on sustainable development	
Performance Indicator/Objective: Strengthened Agency communications capacity	
Targets/Actions for Reporting Period 2000-2001	Progress to Date/Results for 2000-2001
Increase information available to the public.	The Agency's Web site was updated and launched in March 2001 to improve access to information on environmental assessments.
Examine the feasibility of enhancing public access to information by expanding the capabilities of the Federal Environmental Assessment Index (FEAI) to include all new documentation contained in public registries and complete screening reports.	A proposal has been made within the context of the Five Year Review to establish a new Canadian Environmental Assessment Registry (CEAR) under the Act. If adopted, the CEAR would replace the existing voluntary FEAI and would require departments and agencies to provide mandatory information on environmental assessments. In anticipation of these potential changes, the Agency suspended further work on the FEAI in 2000-2001.
Promote Agency products and services. Promote Agency products and services.	The Agency developed and distributed a brochure entitled <i>Working for Canada's Environment 2001</i> , which provides the public and stakeholders with an overview of Agency results over the previous 18 months. It also outlines the organization's commitments in the year ahead. The Agency took steps to increase its electronic network by converting surface mailing lists to e-mail format to increase efficiency in notifying partners of Agency products and services.

Key Goal #5: Increase the Agency's environmentally sustainable practices	
Performance Indicator/Objective: Implement environmental management system based on ISO 14000	
Targets/Actions for Reporting Period 2000-2001	Progress to Date/Results for 2000-2001
Develop an Environmental Management Plan for the Agency.	Following development of an Environmental Management Plan the previous year, the Agency is exploring ways to reduce paper usage through increased electronic document management and Government On-line initiatives to improve program delivery.
Performance Indicator/Objective: Improved environmental management performance	
Targets/Actions for Reporting Period 2000-2001	Progress to Date/Results for 2000-2001
Promote green transportation practices.	The Agency promoted and supported employee participation in the National Capital Region's Commuter Challenge during Environment Week.

A3.2 Regulatory Initiatives

Purpose of Legislative or Regulatory Initiative	Expected Results	Performance Measurement Criteria	Results Achieved
<p>Proposed Amendments to the <i>Canadian Environmental Assessment Act</i> To amend the Act following completion of a comprehensive, legislated review of the Act five years after its coming into force.</p>	<p>Short-term To develop and table a report and a bill to Parliament outlining proposed amendments to the Act.</p> <p>Long-term To improve the federal environmental assessment process.</p>	<p>Short-term Completion of a high quality review and tabling of a report and bill within established time lines.</p> <p>Long-term Increased certainty, predictability, and timeliness of the process; enhanced quality of environmental assessments; more meaningful public participation.</p>	<p>Short-term Broad input obtained from Canadians during the review process. High level of satisfaction registered and consensus obtained among those consulted. Tabling of a comprehensive report, <i>Strengthening Environmental Assessment for Canadians</i>, and Bill C-19 to Parliament on March 20, 2001.</p> <p>Long-term Performance information will be outlined following implementation of legislative amendments.</p>
<p>CPA Environmental Assessment Regulations To establish a federal environmental assessment process under the <i>Canadian Environmental Assessment Act</i> that comprehensively captures all appropriate Canada Port Authorities (CPA) activities. This initiative is shared with Transport Canada.</p>	<p>Short-term To measure the performance of the application of the CPA Environmental Assessment Regulations, which came into effect July 28, 1999.</p> <p>Long-term Improved consistency and quality of the environmental assessment process for ports. Enhanced accountability in the environmental management of port projects. Increased transparency and greater opportunities for public involvement in the assessment process.</p>	<p>Short-term Extent to which application of the Regulations improves the consistency, transparency and overall quality of port environmental assessment processes.</p> <p>Long-term CPA continue to apply the requirements of the Regulations. Following Royal Assent of Bill C-19, the completion of amendments to the CPA Environmental Assessment Regulations to ensure that a comprehensive range of activities are assessed. Decision making on port projects that incorporate environmental considerations. Increased public involvement in the assessment process for port projects.</p>	<p>Short-term Improvements in the quality of CPA environmental assessment processes.</p> <p>Long-term CPA performance in the application of the Regulations indicates that the application of the Regulations improves the consistency, transparency and overall quality of port environmental assessment processes.</p>

A3.3 Statistical Summary of Environmental Assessments

In accordance with subsection 71(2) of the Act, the table below provides a statistical summary of all environmental assessments conducted during 2000-2001 under the Act. In total, 6,147 environmental assessments were initiated, as reported by lead department or agency. This compares with 5,674 environmental assessments that were initiated in 1999-2000.

Department / Agency	Screenings		Comprehensive Studies	Panels	
	Total	Completed			
Agriculture and Agri-Food Canada	132	129	3	1	-
Atlantic Canada Opportunities Agency	205	205	-	-	-
Canadian Food Inspection Agency	7	7	-	-	-
Canadian International Development Agency	209	197	12	-	-
Canadian Nuclear Safety Commission	6	3	3	-	-
Canadian Transportation Agency	8	8	-	-	-
Canada Customs and Revenue Agency	20	13	7	-	-
Canada Economic Development	35	35	-	-	-
Canadian Space Agency	1	1	-	-	-
Canadian Space Agency	10	10	-	-	-
Foreign Affairs and International Trade	30	30	-	-	-
Environment Canada	531	481	50	-	-
Fisheries and Oceans Canada	1,387	1,199	188	2	-
Human Resources Development Canada	310	310	-	-	-
Indian and Northern Affairs Canada	996	862	134	1	-
Indian Oil and Gas Canada	403	403	-	-	-
Industry Canada	59	59	-	-	-
Millennium Bureau of Canada	310	292	18	-	-
National Defense	160	95	65	-	-
National Energy Board	66	54	12	-	1
National Research Council of Canada	2	2	-	-	-
Natural Resources Canada	27	21	6	-	-
Natural Sciences and Engineering Research Council of Canada	6	6	-	-	-
Parks Canada Agency	869	787	82	3	-
Public Works and Government Services Canada	50	46	4	-	-
Royal Canadian Mounted Police	14	14	-	-	-
Transport Canada	112	104	8	1	-
Western Economic Diversification Canada	66	63	3	-	-
Yukon Territory Water Board	107	107	-	-	-
Sub-total	6,138	5,543	595	8	1
Total Initiated in 2000-2001					6,147