

# **Canadian Environmental Assessment Agency**

## **2005-2006 Report on Plans and Priorities**

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**The Honourable Stéphane Dion  
Minister of the Environment**



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## SECTION I

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### Overview

#### Minister's Message

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I am pleased to present the Canadian Environmental Assessment Agency's *2005-2006 Report on Plans and Priorities*. This report outlines the Agency's key plans, priorities and expected results for Canadians over the next three years. These benefits derive from the Agency's mission to provide Canadians with high-quality environmental assessments that contribute to informed decision making in support of sustainable development.

As the federal centre of expertise in environmental assessment, the Agency remains focused on meeting its responsibilities to provide expert advice and recommendations to decision makers that reflect public values and the principles of sustainable development. The Agency continues to improve the federal environmental assessment process by enhancing efficiency, predictability, consistency and encouraging meaningful public participation.

The fall 2004 Speech from the Throne announced that the Government will "consolidate federal environmental assessments" in order to further improve timeliness, effectiveness and quality. Working to meet this commitment throughout the planning period is a key priority for the Agency.

In moving forward to fulfill its priority objectives, the Agency continues to work cooperatively with stakeholders to build stronger partnerships and deliver its core programs. The Agency will further develop its advocacy and advisory role by providing leadership in this rapidly evolving field. Not only will this provide a strengthened environmental assessment process, but it will further improve the government's regulatory system to better meet Canada's needs in the 21<sup>st</sup> century.

It gives me great pleasure, therefore, to submit the Agency's *2005-2006 Report on Plans and Priorities*.

The Honourable Stéphane Dion  
Minister of the Environment

## Summary Information

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The Canadian Environmental Assessment Agency provides leadership and serves as a centre of expertise for federal environmental assessment. The Agency is responsible for the overall administration of the federal environmental assessment process, which includes almost 6,000 assessments carried out by federal departments and agencies each year.

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***The Canadian Environmental Assessment Agency provides Canadians with high-quality environmental assessments that contribute to informed decision making in support of sustainable development.***

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

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

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

The Agency carries out the following program activities to provide effective and efficient environmental assessment:

### Guidance and Operations

- Manages review panels, comprehensive studies and class screenings which directly contribute to the integration of environmental factors into the decision-making process for a specific project or class of projects
- Reviews policy, plan and program proposals to incorporate environmental considerations into the development of public policy
- Provides opportunities for stakeholders to participate in the environmental assessment process
- Delivers training and develops tools and guidance materials that support improved environmental assessment

## **Coordination and Harmonization**

- Coordinates the environmental assessment process where the Agency is the Federal Environmental Assessment Coordinator
- Establishes a cooperative policy framework and bilateral agreements for the environmental assessment process
- Facilitates, mediates and manages informal dispute resolutions to address environmental assessment related issues

## **Continuous Improvement**

- Monitors compliance with the Act by gathering, analysing and providing environmental assessment performance information
- Supports research and promotes continuous learning, development and improvement of environmental assessment practices
- Administers the Canadian Environmental Assessment Registry containing information about projects undergoing environmental assessment in Canada
- Reviews and develops new policies and regulations in accordance with the provisions of the Act
- Establishes a repository for the results of follow-up programs conducted under the Act

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

## Financial Resources

(\$ thousands)

2005-2006	2006-2007	2007-2008
\$17,520	\$15,998	\$15,571

## Human Resources

(Full-time Equivalents – FTEs)

2005-2006	2006-2007	2007-2008
145	140	139

## Departmental Priorities

(\$ thousands)	Type	Planned Spending		
		2005-2006	2006-2007	2007-2008
<b>Priority 1</b> Support high quality environmental assessment	ongoing	\$12,763	\$11,589	\$11,327
<b>Priority 2</b> Promote the advancement of federal environmental assessment	ongoing	\$4,308	\$3,989	\$3,830
<b>Priority 3</b> Maintain a high level of internal expertise	ongoing	\$449	\$420	\$414



## Operating Environment

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Protecting the environment, while building a strong economy, is a challenge Canadians face every day. Environmental assessment responds to this challenge by ensuring environmental protection is considered before a project begins. The Agency is focused on strengthening the federal environmental assessment regime by establishing a more predictable, consistent and timely process; improving the quality of federal environmental assessments; and increasing opportunities for public participation.

An important factor influencing the Agency's planning context is the continued implementation of Bill C-9, an Act to amend the *Canadian Environmental Assessment Act*, which was proclaimed into law on October 30, 2003. The government has committed \$51 million over five years to implement improvements, including:

- establishing a federal coordinator for each environmental assessment to assist departments and agencies in working together and with other jurisdictions to improve timeliness. Unless decided otherwise, the Agency acts as the federal coordinator in the case of multi-jurisdictional assessments and for comprehensive studies under the Act;
- creating an Internet registry to provide the public with improved and up-to-date information on all federal environmental assessments;
- increasing environmental follow-up on projects to improve the quality of environmental assessment;
- focusing the application of the Act on projects with adverse environmental effects and reducing the need for detailed assessment of many smaller projects;
- providing a consistent environmental assessment regime by extending environmental assessment obligations to Crown corporations, beginning three years from the date of Royal Assent of Bill C-9;
- eliminating the possibility of referring a project to a review panel following a comprehensive study assessment in order to provide a more certain assessment process for large projects; and
- expanding the Participant Funding Program to include comprehensive studies.

## **Critical Issues**

This section outlines the main factors affecting the Agency's development of priorities and plans, as well as its program delivery.

### ***Shared Environmental Management Responsibility***

Under the Constitution of Canada, responsibility for environmental management is an area of shared jurisdiction between various levels of government. To minimize duplication and delays, the Agency works with its provincial and territorial counterparts to bring about greater cooperation in environmental assessment, and promote the consistent and predictable application of environmental assessment processes across Canada.

### ***Balancing Competing Interests***

Projects subject to a public environmental assessment often give rise to many sensitive issues related to development, environmental protection, Aboriginal interests and federal-provincial relations. Projects being assessed can often be complex, with competing stakeholder interests. Balancing these interests while maintaining productive relationships and delivering high-quality assessments, which meet the expectations of Canadians, is an ongoing challenge.

### ***Aboriginal Peoples***

Aboriginal self-government is reshaping environmental assessment throughout Canada. Through comprehensive land claims and self-government agreements, new Aboriginal-based environmental assessment regimes are being negotiated. The Agency is working with Aboriginal groups and other federal departments so that Aboriginal environmental assessment regimes meet environmental assessment requirements and take into account specific Aboriginal interests.

The Agency will review its methods of consultation with Aboriginal peoples taking into account recent court decisions on duties to consult Aboriginal peoples and the new objectives for the Agency, added in Bill C-9, to engage in consultation with Aboriginal peoples on policy issues related to the Act.

### ***Improved Federal Policy Development***

The Agency is a strong advocate for the application of strategic environmental assessment as a tool to support improved decision making. Since the implementation of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, federal departments have increasingly recognized the role of this valuable tool in helping to promote sustainable development. The Commissioner of the Environment and Sustainable Development has identified performance gaps concerning the implementation of the Directive within the federal government. The Agency will continue to develop its advocacy and advisory role, track national and international developments in the field, and provide leadership to address identified deficiencies in this rapidly evolving area.

### ***Canadian Competitiveness***

Environmental sustainability is an emerging basis for competitiveness, with consumers, producers, and investors all responding to this change. In the global economy, countries must compete for investment, with the effectiveness and efficiency of the environmental assessment process contributing to national competitiveness. While a robust environmental assessment process contributes to a positive reputation of the country, greater certainty, timeliness and predictability will support Canada's competitiveness internationally.

### ***Consolidation of Federal Environmental Assessment***

While recent amendments to the Act, through Bill C-9, were aimed at ensuring a more predictable, certain and timely federal environmental assessment process, a number of concerns continue to be raised by provinces and industry stakeholders. The report of the External Advisory Committee on Smart Regulation identified "the importance of getting our national house in order" in addressing concerns about a lack of cooperation and coordination among federal departments and among federal, provincial and territorial governments. Furthermore, the October 2004 Speech from the Throne stated that the Government will work to get its own house in order. It will "consolidate federal environmental assessments and will work with the provinces and territories toward a unified and more effective assessment process for Canada." This initiative, the Bill C-9 amendments to the *Canadian Environmental Assessment Act* and the cooperation agreements with provinces will enable government to address outstanding concerns about consistency and coordination in environmental assessment.

### ***Stakeholders and Partners***

The Agency works with a wide range of stakeholders and develops partnerships to promote sound environmental assessment practices in Canada and abroad. In support of this work, the Agency maintains and supports several mechanisms for receiving advice and consulting with stakeholders and partners, notably the Minister's Regulatory Advisory Committee. As well, it is developing additional mechanisms for consultation with Aboriginal people. The Agency includes the following among its stakeholders and partners:

### ***Federal Departments and Agencies***

The Agency assists federal departments and agencies in meeting their obligations under the Act and the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. Through its operational policies and procedures, the Agency improves the way in which environmental assessments are conducted at the federal level. In addition, the Agency works closely with federal departments and agencies on comprehensive studies, in providing administrative and technical support to review panels and mediators and in developing training and guidance material.

***Provincial and Territorial Governments***

The Agency works closely with other jurisdictions to coordinate federal and provincial environmental assessment activities, such as joint panel review processes for major projects. It also negotiates federal-provincial framework agreements, and works with provincial and territorial governments on all types of environmental assessment review processes.

***Aboriginal Peoples***

The Agency advises Indian and Northern Affairs Canada on environmental assessment regimes developed and implemented pursuant to comprehensive land claims agreements, self-government agreements and devolution initiatives so that they are consistent with the requirements of the Act and can be coordinated with existing environmental assessment regimes.

***Industry/Proponents***

Central to the Agency's mandate is providing all proponents with a timely and predictable process, and access to both the tools and the information they need to comply with the Act.

***Public and Non-governmental Organizations***

The Act promotes the integration of public values in decision making. Accordingly, the Agency seeks to maximize the public's participation throughout the environmental assessment process, and places strong emphasis on transparency and information sharing. The Agency provides participant funding to individuals and non-profit organizations to take part in review panels and comprehensive studies.

***International Community***

International partnerships give Canada the opportunity to share environmental assessment expertise and, at the same time, access to the research being undertaken in other countries. Keeping in step with the environmental initiatives of international organizations and other countries also helps to ensure the competitive position of Canadian exporters. In addition, Canada's international environmental assessment responsibilities must respect foreign policy and trade practices, and ensure consistency with the processes of other countries and organizations. As a party to the United Nations Economic Commission for Europe *Convention on Environmental Impact Assessment in a Transboundary Context*, Canada is required to meet the obligations that it subscribed to under the Convention.

## Plans and Priorities

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### Effective and Efficient Environmental Assessment

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***The Agency is committed to providing Canadians with environmental assessments that are effective, efficient, involve public participation, and support the principles of sustainable development.***

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The Agency's "Effective and Efficient Environmental Assessment" program activity embodies coordination and harmonization, as well as consistency and predictability of application of environmental assessments in federal decision making. Efficiency for proponents and all stakeholders will be facilitated through working to minimize duplicate processes and requirements across multiple jurisdictions. Consistent processes at various levels of government will also improve the quality of plans and assessments for projects, enhancing the effectiveness of environmental assessments for Canadians. Effectiveness will also improve as the quality of environmental advice increases, and enhancements to monitoring and compliance activities occur. Eliminating key gaps in the application of the *Canadian Environmental Assessment Act* will improve the integration of environmental assessments into federal decision making, thereby improving the effectiveness of the process for Canadians.

### Priority 1: Support High Quality Environmental Assessment

Environmental assessment, at the federal level, is based on the principle of self-assessment. Under the Act, federal departments and agencies are responsible for making decisions regarding projects and for conducting the environmental assessments of those projects. They determine the scope of the project and the factors to be considered and ensure that the assessment is conducted according to requirements of the *Canadian Environmental Assessment Act*.

Likewise, under the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*, federal departments and agencies are responsible for the consideration of environmental effects of proposed policies, plans and programs. This is done through strategic environmental assessment. The Agency provides relevant advice, guidance, training and recommendations to federal policy makers on the requirements of the Cabinet Directive.

The Agency is an advocate of effective and efficient environmental assessments. This advocacy is central to its leadership role within the Canadian environmental assessment community. The Agency provides relevant and timely advice, guidance, training and recommendations to federal decision makers and interested stakeholders. It provides administrative and advisory support to review panels and it examines comprehensive study reports for complex projects, making them available to, and inviting comments from, the public. It also promotes collaboration and assists parties in building consensus and

resolving disputes. Successful mediation and dispute resolution facilitate the process of negotiation in multi-jurisdictional projects, and encourage the development of win-win solutions.

With shared responsibility for the environment, a single project in Canada will often be subject to the environmental requirements of more than one level of government. The Agency continues to develop strong relationships with other jurisdictions and partners in order to establish common goals and advance the interest of sound environmental assessment. Improvements that harmonize and coordinate environmental assessments across jurisdictions increase the likelihood that Canadians' needs are being addressed.

### ***Plans***

#### **Provide coordination and advisory support to the environmental assessment process**

- Coordinate the environmental assessment process where the Agency is the Federal Environmental Assessment Coordinator
- Provide advice and ministerial support for comprehensive studies and review panels
- Manage review panels, comprehensive studies and class screenings
- Facilitate, mediate and manage informal dispute resolutions to address environmental assessment related issues including transboundary petitions
- Provide training, guidance and advice on environmental assessment, on the interpretation and application of the *Canadian Environmental Assessment Act* and on the implementation of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*
- Provide support and coordination in the application of Chapters 22 and 23 of the *James Bay and Northern Quebec Agreement*

#### **Provide a mechanism for stakeholders and the public to participate in the environmental assessment process**

- Strengthen relationships with partners through interdepartmental and multi-stakeholder committees to improve timelines and predictability of environmental assessments
- Enhance the role of regional offices as key centres of guidance and assistance to partners in the federal environmental assessment process
- Manage and promote the Canadian Environmental Assessment Registry Web site to facilitate effective public participation by providing high quality and timely information
- Provide funding and promote the public participation program in the review of projects undergoing comprehensive studies and review panels
- Work with federal departments and agencies to ensure that public statements on strategic environmental assessments are easily and centrally accessible

### ***Expected Results***

- Improved understanding of the application of the *Canadian Environmental Assessment Act* and of the implementation of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*
- Environmental assessment approaches are coordinated across government and harmonized with other jurisdictions
- Greater and more timely cooperation and communication among federal stakeholders
- Opportunities for more meaningful public participation leading to higher quality environmental assessments, while facilitating public participation ensures that the environmental assessment process addresses the needs of Canadians
- Greater certainty, predictability and timeliness in the federal environmental assessment process
- Higher quality environmental assessments
- Increased compliance with the Act

### ***Internal and External Factors***

- Balancing the expectations of industry and provincial governments with those of the public and environmental groups in the application of the federal environmental assessment process
- Addressing the particular or unique circumstances of each jurisdiction involved while meeting the respective legislative requirements for environmental assessment
- Ensuring that environmental assessments comply with legislation and existing agreements
- Engaging the Canadian public in environmental assessments, and ensuring that the public's views and concerns are addressed within the context of the need for a timely and predictable process

### ***Performance Indicators***

- Consistency with provincial timelines for environmental assessment allow for harmonization with these jurisdictions
- Stakeholder satisfaction with the environmental assessment process
- Information posted on the Canadian Environmental Assessment Registry Web site
- Number of applications for the Participant Funding Program for both panels and comprehensive studies
- Effectiveness of support and guidance material offered to federal departments and agencies
- Effectiveness of training



**Priority 2: Promote the Advancement of Federal Environmental Assessment**

The process and practice of environmental assessment improves as a result of learning from experience and applying the lessons learned to future assessments. To contribute to this process, the Agency has been mandated by the amendments to the *Canadian Environmental Assessment Act*, to establish a Quality Assurance Program.

In the October 2004 Speech from the Throne, the federal government made a commitment to consolidate environmental assessment and work with provinces and territories toward a more effective assessment process for Canada. The Agency will work closely with its partners in responding to this commitment.

As Canada enters the 21<sup>st</sup> century, a new agenda is emerging from a regulatory perspective. “Smart Regulation” is about finding better ways to protect health and safety and the natural environment, while still supporting and facilitating innovation and economic growth. Regulation must be clear, with objectives that are transparent and predictable, to build public trust in the integrity of the process. Coordination and cooperation among federal, provincial and territorial governments is a foundation step toward integrating Smart Regulation into the environmental assessment process in Canada.

To successfully attract investment in the future, Canada must become a world leader in environmentally sustainable economic development. Smart Regulation will facilitate this objective, as sustainable development requires cooperation and alignment among governments, industry, non-government organizations, and other key elements of Canadian society. The Agency will integrate Smart Regulation and sustainable development principles into its policy and regulatory development activities.

**Plans****Develop new and improve existing processes, tools and mechanisms that support environmental assessment**

- Implementation of an ongoing Quality Assurance Program for environmental assessments conducted under the *Canadian Environmental Assessment Act* and a repository of studies related to follow-up programs
- Review new government initiatives for environmental assessment and strategic environmental assessment implications, providing advice to the Minister and other government departments as required
- Develop new and revise existing regulations to address gaps in the application of the Act, improve certainty and consistency, and address emerging priorities



- Expand the use of replacement and model class screening processes
- Provide leadership and financial support to research and development projects
- Engage partners and stakeholders, including Aboriginal peoples, in the development and review of new policies, regulations and processes for environmental assessment

**Improve coordination and establish cooperative environmental assessment processes across jurisdictions**

- Participate in and provide support to the Regulatory Advisory Committee
- Develop, renew and implement agreements on environmental assessment, including bilateral agreements with interested provinces and territories, and joint panel agreements with provinces and federal agencies
- Support federal negotiators in addressing environmental assessment issues in Aboriginal land claims and self-government agreements
- Develop a federal environmental assessment approach responsive to the direction set out in the Speech from the Throne
- Develop Canadian positions and participate in negotiations of international agreements to ensure that Canadian interests are considered

***Expected Results***

- Adoption of an approach for a consolidated federal environmental assessment process
- Ongoing refinement of federal environmental assessment legislation and regulations
- Facilitation of compliance with the Act, and promotion of continuous improvement of federal environmental assessment practices and procedures
- Improvements in the analysis and integration of environmental considerations early in the federal government decision-making process
- Sound environmental assessment regimes that meet or exceed the requirements of the Act within Aboriginal land claims and self-government agreements
- Policies and regulations that protect Canada's natural environment while supporting innovation and economic growth
- Improved knowledge of the science and practice of environmental assessment
- Canadian interests are considered in international agreements

***Internal and External Factors***

- Achieving the full support and participation of numerous federal authorities and regulated entities with diverse mandates
- Stakeholder support for regulatory and policy changes in support of a consolidated environmental assessment process
- Securing adequate stakeholder involvement in numerous and diverse initiatives
- Decentralized strategic environmental assessment implementation
- Involvement in international negotiations to ensure new obligations for Canada are compatible with environmental assessment practices and legislative requirements
- Resource capacity required to monitor government-wide initiatives and changes in priorities

***Performance Indicators***

- Program participants provided with information on compliance with the Act and quality of environmental assessments that enables ongoing improvements in performance
- Increased number of concluded cooperative agreements or arrangements on environmental assessment
- Increased number of published research and development reports
- Increased referral and use of replacement and model class screenings by responsible authorities
- Improvements in the integration of environmental considerations early in the federal government decision-making process
- Stakeholder satisfaction with regulatory and policy changes

### **Priority 3: Maintain a High Level of Internal Expertise**

Staff expertise and competencies contribute to the Agency's ability to facilitate effective and efficient environmental assessments. Recognized expertise and competencies promote the credibility of the Agency within the environmental assessment community.

#### ***Plans***

- Link employee competencies and performance to organizational priorities to move toward a competency-based management model
- Implement the Agency's continuous learning policy and hold a series of regular learning opportunities focusing on programs that explore innovative trends in environmental assessment and/or tools that assist employees in improving their work performance
- Provide training in negotiation and facilitation to Agency employees who undertake the role of the federal environmental assessment coordinator

#### ***Expected Results***

- Targeted recruitment based on required competencies
- Training that addresses competency gaps
- Enhanced ability to facilitate and encourage collaboration among stakeholders

#### ***Internal and External Factors***

- Implementing a competency-based management system represents a fundamental shift from the management style to which some employees are accustomed, and will require extensive communication with staff
- Adapting private sector tools and processes to the federal environment
- Availability of applicable training

#### ***Performance Indicators***

- Performance will be measured through a variety of means including employee performance reports and reports to central agencies



## SECTION II

### Analysis of Program Activities by Strategic Outcome

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#### Analysis by Program Activity

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

#### Program Activity

The Agency's program activity is "Effective and Efficient Environmental Assessment" which provides Canadians with high quality assessments that contribute to informed decision making in support of sustainable development. This activity is supported by the following program sub-activities:

- **Guidance and Operations** refers to the day-to-day delivery of environmental assessment operations, advice, guidance and support for public participation. These activities generally result in the maintenance and enhancement of operational capacity and subject-matter expertise within the Agency, to support the roles of stakeholders and decision makers.
- **Coordination and Harmonization** involves the development of strong relationships with other jurisdictions and partners to seek the establishment of common goals and advance the interest of sound environmental assessment. These activities should result in environmental assessment approaches that are coordinated across the federal government and conducted cooperatively with other jurisdictions.
- **Continuous Improvement** activities support improved environmental assessment practices and/or specific outcomes. Improved practices generally result in increasingly effective mitigation measures, which can be implemented.

All of the major activities are outlined in the following tables.

Program Activity	Priority Supported	Description	Expected Results	Performance Measures
<b>Guidance and Operations</b>				
Review panels, comprehensive studies and class screenings	Priority 1 Priority 2	Review panels, comprehensive studies and class screenings which directly contribute to the integration of environmental factors into the decision-making process for a specific project or class of projects	For each project, environmental effects are considered, conclusions are reached regarding the significance of these effects and necessary mitigation activities are identified  Environmental factors are integrated into decision making and the requirements of the Act are met for each project	Statistics on completed review panels, comprehensive studies and class screenings
Strategic Environmental Assessment	Priority 1	Review policy, plan and program proposals to incorporate environmental considerations into the development of public policies, while promoting the integration of environmental factors into the earliest stages of decision making	Improved integration of environmental factors into federal policy, plan and program proposals	Number of Cabinet documents tracked for appropriate inclusion of description of environmental effects
Public participation	Priority 1	Provide mechanisms to support public participation in the federal environmental assessment process to ensure an open, balanced process with high quality and credible assessments	Public participation in the conduct of comprehensive study and review panel processes assisted by the Participant Funding Program	Statistics on Participant Funding Program applications and awards  Stakeholder satisfaction with public participation in the environmental assessment process
Training and Guidance	Priority 1	Develop tools and mechanisms that support an improved environmental assessment process, including provision of training services and guidance material	Environmental assessment practitioners and interested parties understand the environmental assessment process and their obligations under the Act	Training courses meet clients' needs  Guidance material is developed taking into account clients' needs

Program Activity	Priority Supported	Description	Expected Results	Performance Measures
<b>Coordination and Harmonization</b>				
Act as Federal Environmental Assessment Coordinator (FEAC) as appropriate	Priority 1	Coordinate the activities among federal partners and other jurisdictions for federal environmental assessments to avoid duplication, increase certainty, resolve issues, and thereby reduce costs and delays for individual projects	Projects where the Agency assumes the role of FEAC follow a timely, predictable and coordinated process to meet federal and provincial requirements	Timelines for environmental assessment allow for harmonization with other jurisdictions
Formalize Cooperation Agreements	Priority 2	Seek to establish a cooperative policy framework for environmental assessment processes across jurisdictions to maximize predictability, increase efficiency and minimize conflicts, while strengthening effectiveness and accountability	Development or renewal of bilateral agreements for environmental cooperation to enable a single environmental assessment process to meet the requirements of both jurisdictions	Number of concluded cooperative agreements or arrangements on environmental assessment where jurisdictions are supportive
Facilitation, mediation and dispute resolution	Priority 1	Increase the awareness and capacity within the Agency, and among other federal partners and jurisdictions, regarding informal dispute resolution as a tool to address environmental assessment related issues	Increased capacity in facilitation, informal mediation and dispute resolution	Number of environmental assessment practitioners trained in dispute resolution

Program Activity	Priority Supported	Description	Expected Results	Performance Measures
<b>Continuous Improvement</b>				
Continue the Quality Assurance Program	Priority 2	Monitor and promote compliance with the Act	Environmental assessment performance information and analysis are provided to program participants, enabling them to better discharge their responsibilities in relation to the Act, and to improve the overall quality of environmental assessments	Statistics on compliance with various provisions of the Act  Statistics on various parameters of quality
Support for research	Priority 2 Priority 3	Promote continuous learning, development of new, and improvement of existing, environmental assessment practices	Research activities and projects lead to improved environmental assessment practices	Increased number of published research and development reports
Canadian Environmental Assessment Registry (CEAR) Web site	Priority 1	Activities directly related to the establishment, management, communications or maintenance of the CEAR and any other activities related to retention of data about projects undergoing federal environmental assessment	Stakeholders have access to a reliable, easy to use Registry Web site, which provides timely and useful information about environmental assessments, thereby facilitating public involvement in the environmental assessment process	Data on public use of registry, and feedback from public and stakeholders
Legislation, regulation and policy	Priority 2	Consultations, communications and activities related to the legislative and policy basis for the federal practice of environmental assessment, except as related specifically to another defined activity	Existing policies and regulations are reviewed and new ones developed as appropriate, in accordance with the provisions of the Act, as well as government and Agency priorities	Number of regulations and policies developed or reviewed and updated as required
Environmental assessment follow-up	Priority 2	Provide a permanent repository for the results of follow-up programs conducted under the Act, as well as summaries of the documents in the repository, for environmental assessment practitioners, stakeholders, and members of the public	Users and stakeholders have access to reliable data about the actual effects of past projects and the efficacy of various mitigation measures employed on those projects, thereby contributing to the establishment of best practice mitigation measures for future projects	Percentage of completed follow-up program studies that are submitted to the repository



<b>Program Activity</b> (\$ thousands)	<b>2005-2006</b>		<b>2006-2007</b>		<b>2007-2008</b>	
	<b>FTEs</b>	<b>\$</b>	<b>FTEs</b>	<b>\$</b>	<b>FTEs</b>	<b>\$</b>
<b><i>Guidance and Operations</i></b>						
Review panels, comprehensive studies and class screenings	32	3,400	31	3,113	30	3,004
Strategic Environmental Assessment	2	197	2	182	2	177
Public participation	21	3,998	20	3,527	20	3,472
Training and guidance	13	1,422	13	1,313	13	1,278
<b><i>Coordination and Harmonization</i></b>						
Act as Federal Environmental Assessment Coordinator as appropriate	36	3,851	35	3,557	35	3,462
Formalize Cooperation Agreements	8	801	7	739	7	720
Facilitation, mediation and dispute resolution	1	239	1	234	1	233
<b><i>Continuous Improvement</i></b>						
Continue the Quality Assurance Program	3	311	3	288	3	280
Support for research	3	621	3	596	3	588
Canadian Environmental Assessment Registry Web site	2	236	2	218	2	212
Legislation, regulation and policy	23	2,410	22	2,199	22	2,114
Environmental assessment follow-up	1	34	1	32	1	31



## SECTION III

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### Supplementary Information

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#### Management Representation Statement

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I submit for tabling in Parliament, the *2005-2006 Report on Plans and Priorities* for the Canadian Environmental Assessment Agency.

This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the Estimates: Reports on Plans and Priorities*.

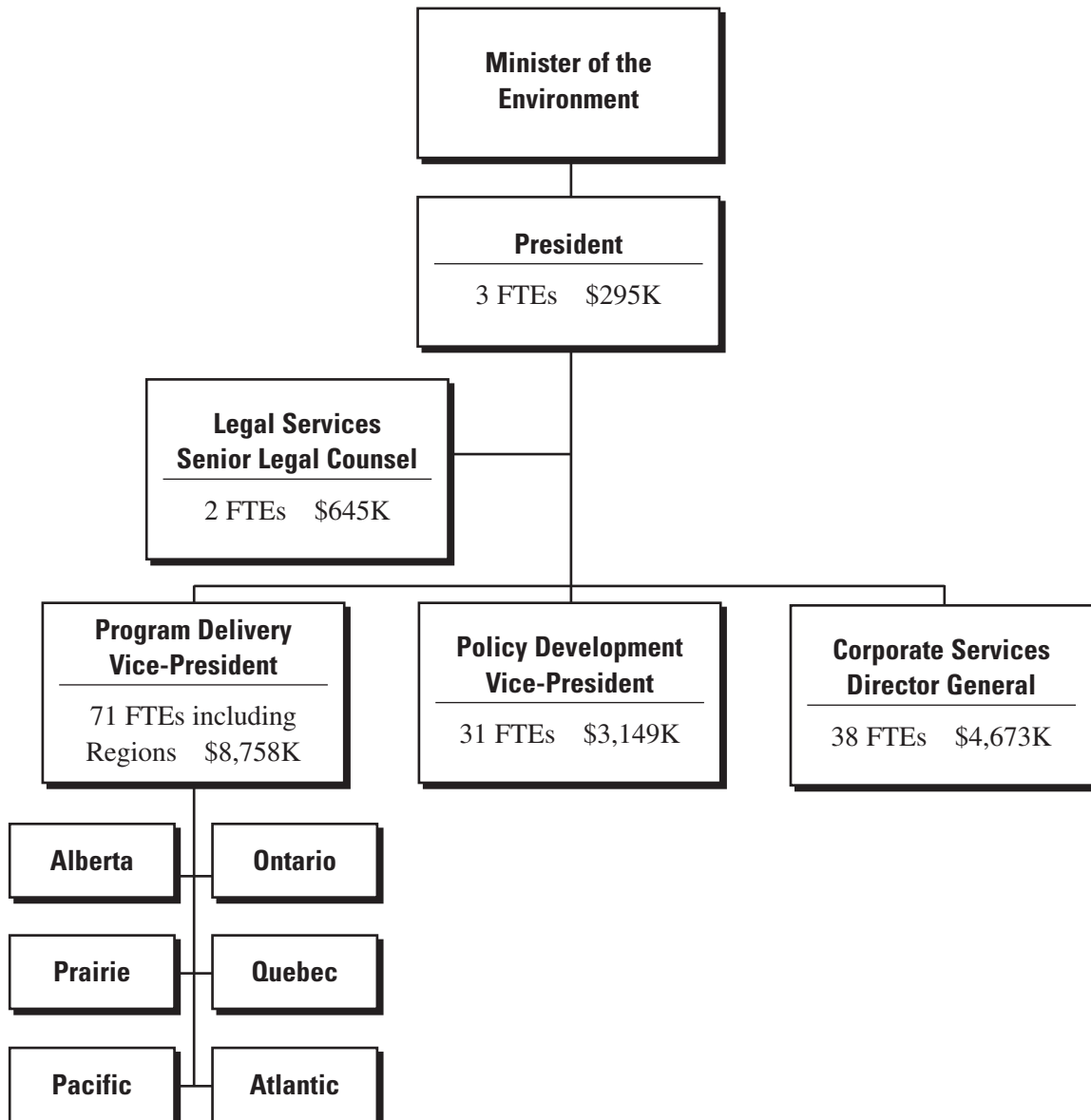
The *2005-2006 Report on Plans and Priorities*:

- adheres to the specific reporting requirements outlined in the TBS guidance;
- uses an approved program activity architecture (PAA) structure;
- provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

Jean-Claude Bouchard  
President

## Organizational Information

The reporting structure to the Minister of the Environment is shown in the figure below.  
Planned Spending: \$17,520K with 145 FTEs.



**Table 1: Departmental Planned Spending and Full-time Equivalents**

(\$ thousands)	Forecast Spending 2004-2005	<b>Planned Spending 2005-2006</b>	Planned Spending 2006-2007	Planned Spending 2007-2008
Budgetary Main Estimates (gross)	21,384	<b>21,071</b>	19,599	19,222
Less: Respendable revenue	(3,501)	<b>(3,501)</b>	(3,501)	(3,501)
<b>Total Main Estimates</b>	17,883	<b>17,570</b>	16,098	15,721
<i>Adjustments:</i>				
Supplementary Estimates:				
Northern Gas Pipeline Project	850	-	-	-
Carry Forward of 2003-2004 Eligible Lapsing Funds	490	-	-	-
Compensation for collective bargaining	171	-	-	-
Contribution to \$1B Reallocation Exercise	(154)	-	-	-
Budget Announcement: (1)				
Expenditure Review Exercise	-	<b>(50)</b>	(100)	(150)
<i>Total Adjustments</i>	1,357			
<b>Total Planned Spending (2)</b>	19,240	<b>17,520</b>	15,998	15,571
Total Planned Spending	19,240	<b>17,520</b>	15,998	15,571
Plus: Cost of services received without charge	2,727	<b>3,020</b>	3,030	3,063
<b>Net cost of Program</b>	21,967	<b>20,540</b>	19,028	18,634
<b>Full-Time Equivalents</b>	125	<b>145</b>	140	139

(1) Reflects the reductions to the Agency's planned spending as a result of the ERC exercise, which were announced in the 2005 Budget. More information will be available in the next Supplementary Estimates.

(2) Net Planned Spending over the planning horizon reflects a revised annual program cost base of approximately \$15.5M, mainly adjusted by additional temporary implementation costs for the renewed Act in 2004-2005 and 2005-2006 and Northern Pipeline Development costs over the period of 2004-2005 to 2006-2007.

**Table 2: Program by Activity**

2005-2006										
(\$ thousands)	Budgetary						Non-Budgetary			
Program Activity	Operating	Capital	Grants and Contributions	Gross	Revenue	Net	Loans, Investments and Advances	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
Effective and Efficient Environmental Assessment	18,828	-	2,243	21,071	(3,501)	17,570	-	17,570	(50)	17,520
<b>Total</b>	<b>18,828</b>	<b>-</b>	<b>2,243</b>	<b>21,071</b>	<b>(3,501)</b>	<b>17,570</b>	<b>-</b>	<b>17,570</b>	<b>(50)</b>	<b>17,520</b>

**Table 3: Voted and Statutory Items Listed in Main Estimates**

2005-2006			
Vote or Statutory Item	Truncated Vote or Statutory Wording (\$ thousands)	Current Main Estimates	Previous Main Estimates
15	Program expenditures	15,744	15,930
(S)	Contributions to employee benefit plans	1,826	1,953
	<b>Total Agency</b>	<b>17,570</b>	<b>17,883</b>

**Table 4: Net Cost of Department for the Estimates Year**

(\$ thousands)	Effective and Efficient Environmental Assessment
Total Planned Spending	17,520
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	1,532
Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	731
Worker's compensation coverage provided by Social Development Canada	-
Salary and associated expenditures of legal services provided by Justice Canada	757
	3,020
<b>2005-2006 Net Cost of Department</b>	<b>20,540</b>

Note: The Agency obtains selected financial services, material management, informatics as well as compensation and benefits services under a shared services agreement with Environment Canada.

**Table 5: Sources of Respendable and Non-respendable Revenue****Respendable Revenue**

(\$ thousands)	Forecast Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008
<b>Effective and Efficient Environmental Assessment</b>				
Cost recovery for environmental assessment services	850	3,351	3,351	3,351
Cost recovery for publications, training and education materials (federal)	72	90	90	90
Cost recovery for publications, training and education materials (external)	90	60	60	60
<b>Total Respendable Revenue</b>	1,012	3,501	3,501	3,501

**Non-Respendable Revenue**

(\$ thousands)	Forecast Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008
<b>Effective and Efficient Environmental Assessment</b>				
Refund from Previous Year Expenditures	1	-	-	-
<b>Total Non-Respendable Revenue</b>	1	-	-	-

<b>Total Respendable and Non-respendable Revenue</b>	1,013	3,501	3,501	3,501
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Note: The \$3.4M authority for cost recovery of environmental assessment review panel costs is dependant on the level of panel activity that is eligible for cost recovery and may therefore fluctuate. For 2004-2005, it is forecasted that panel activities subject to cost recovery will generate \$850K of revenues.

## Table 6: Major Regulatory Initiatives

The following table outlines the Agency's major and significant regulatory initiatives scheduled for implementation during 2005-2006.

REGULATORY INITIATIVES	EXPECTED RESULTS
<p><b>Development of Crown corporation regulations</b></p> <p>Crown corporations will come under the Act in June 2006. The Agency will work with these Crown corporations to assist them in meeting their new obligations. Where appropriate, this will involve the development of new regulations to vary the requirements for specific Crown corporations.</p>	<ul style="list-style-type: none"> <li>Regulations will tailor the environmental assessment process as necessary so that Crown corporations can implement their new responsibilities under the Act in a manner that is consistent with their mandates and accounts for their commercial and competitive circumstances.</li> </ul>
<p><b>Amendments to the <i>Exclusion List Regulations</i></b></p> <p>New entries will be added to these regulations to prescribe new classes of projects to be excluded from environmental assessment and to modify thresholds of certain existing entries.</p>	<ul style="list-style-type: none"> <li>Reductions in the number of environmental assessments of projects having insignificant effects conducted by federal responsible authorities, particularly with regard to screening assessments.</li> <li>More efficient and effective use of environmental assessment resources.</li> </ul>
<p><b>Amendments to <i>Federal Coordination Regulations</i></b></p> <p><i>Federal Coordination Regulations</i> will be amended to take into account changes brought about in 2003 by the renewed Act.</p>	<ul style="list-style-type: none"> <li>Increased coordination among federal departments in fulfilling environmental assessment requirements and improved coordination with other participants in the environmental assessment process, including provinces, industry, environmental organizations and others.</li> <li>A more timely and predictable environmental assessment process.</li> <li>Increased transparency in the environmental assessment process.</li> </ul>
<p><b>Amendments to <i>Canada Port Authority Environmental Assessment Regulations</i></b></p> <p>In accordance with changes brought about by the renewed Act in 2003, amendments to these regulations are needed to ensure the comprehensiveness, consistency, transparency and overall quality of port authorities' environmental assessment processes.</p>	<ul style="list-style-type: none"> <li>Environmental assessment procedures for port authorities will be consistent with provisions of the amended Act particularly with regard to comprehensive studies and the Registry.</li> </ul>

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**Table 6: Major Regulatory Initiatives**

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REGULATORY INITIATIVES	EXPECTED RESULTS
<p><b><i>Airport Authority Regulations</i></b></p> <p>In accordance with changes brought about by the renewed Act, these regulations will close a gap in the Act by requiring airport authorities to conduct an assessment of the environmental effects of projects located on the federal land over which those authorities have administration, management, or other specified rights or interests.</p>	<ul style="list-style-type: none"> <li>• An environmental assessment process that captures all appropriate airport authority activities for assessment.</li> </ul>
<p><b>Review of four key regulations under the Act</b></p> <p>In accordance with changes brought about in 2003 by the renewed Act, the <i>Inclusion List Regulations</i>, <i>Law List Regulations</i>, <i>Comprehensive Study List Regulation</i> and <i>Exclusion List Regulations</i> will be reviewed to ensure that they remain relevant to government programs and priorities.</p>	<ul style="list-style-type: none"> <li>• Regulations kept current, reflecting latest approaches and experience with environmental assessment.</li> </ul>
<p><b>New Environmental Assessment Regulations for the Canadian International Development Agency (CIDA)</b></p> <p>Regulations will prescribe modified environmental assessment procedures for projects and activities funded outside Canada by CIDA.</p>	<ul style="list-style-type: none"> <li>• CIDA will have greater flexibility in complying with the requirements of the Act while respecting the sovereignty and cultural setting of foreign states, particularly when providing development assistance in partnership with other countries and international agencies.</li> </ul>
<p><b>Amendments to key regulations</b></p> <p>Amendments will improve the offshore oil and gas environmental assessment regime under the Act.</p>	<ul style="list-style-type: none"> <li>• Environmental assessment process for offshore oil and gas projects more aligned with environmental understanding and current practices.</li> </ul>



## SECTION IV

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### Other Items of Interest

#### Corporate Services

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Corporate and administrative services support the operating programs and activities of the Agency. This includes costs which are normally incurred outside program areas but cannot otherwise be allocated as program support overhead.

The major elements of corporate services are:

<b>Communications</b>	Corporate communications resources associated with the provision of internal and external communications services and products, including translation costs and executive services not directly attributable to the requirements of any other specific element of the PAA.
<b>Finance &amp; Administration</b>	Corporate finance and administrative costs, including senior management costs not attributable to any specific element of the PAA.
<b>Human Resources</b>	Resources associated with the provision of human resources management services and products, not directly attributable to the requirements of any other specific element of the PAA. Includes otherwise unassigned training and professional development.
<b>IM/IT</b>	Corporate resources associated with the provision of general IM/IT infrastructure and services, not directly attributable to another element of the PAA.
<b>Legal Services</b>	Cost of legal services provided by Justice Canada.

The Agency has a total complement of 40 FTEs within corporate services (which, for the purpose of this section, includes legal services), exclusively for internal use. The total budget for the corporate services function is \$5,318K.

## **Corporate Initiatives**

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### **Management Accountability Framework**

Public service modernization has been a priority for the federal government for several years. As part of this continuing effort, the Treasury Board Secretariat has provided the Management Accountability Framework for management improvement in the public service. The Framework was developed to provide deputy heads and all public service managers with a clear statement of expectations that reflects the different elements of current management responsibilities.

The new Framework builds on modern comptrollership and links to other initiatives currently under way including Human Resources Modernization and Government On-line. To date, much work has been completed at the Agency on these initiatives. This Framework serves as an important tool in guiding the Agency's activities as it continues to incorporate modern management practices into its work.

### **Public Service Modernization**

The Agency is committed to ensuring that it is an exceptional workplace of choice and will continue to improve its human resource management practices and activities. In 2005-2006, the Human Resources group will focus on ensuring the successful implementation of the new *Public Service Modernization Act* (PSMA) at the Agency. The PSMA represents the most significant legislative reform in public service human resources management in more than 35 years. For the Agency, this will mean modernizing staffing, continuing to foster collaborative labour-management relations, and strengthening accountability for Agency management. It will also mean improving the Agency's capacity for the integration of human resources management with corporate business planning.

### **For Further Information Please Contact**

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#### **Director of Communications**

Canadian Environmental Assessment Agency  
160 Elgin Street, 22<sup>nd</sup> floor  
Ottawa ON K1A 0H3

Telephone: (613) 957-0712

Fax: (613) 957-0946

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

#### **The Canadian Environmental Assessment Agency's Web site**

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

#### **The Treasury Board Secretariat's Web site**

[www.tbs-sct.gc.ca](http://www.tbs-sct.gc.ca)