



ESTIMATES

Canadian Environmental Assessment Agency

**2000-2001
Estimates**

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

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

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

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

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

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

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

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Canadian Environmental Assessment Agency

**2000-2001
Estimates**

A Report on Plans and Priorities

Approved

Minister of the Environment

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Minister's Message



Ask Canadians what they love about their country and invariably the answer will include some reference to the land. Canadians love the beauty and grandeur of their country and have long been protective of it. They have also benefited greatly from Canada's wealth of natural resources.

Canadians have come to realize that a strong economy goes hand in hand with maintaining a clean and healthy environment. This theme was reflected in the Speech from the Throne and is central to ensuring a high quality of life in Canada.

Maintaining the delicate balance between the environment and economy was the impetus behind the practice of environmental assessment, a planning tool that helps decision makers make choices that promote sustainable development. Begun in the early 1970s, the federal environmental assessment process was enshrined in law in 1995 with the passing of the *Canadian Environmental Assessment Act*.

This year marks the fifth anniversary of the coming into force of the Act. Building on the last five years, one of my top priorities this year will be to conduct a formal review of how well the assessment process is working, and how it might be improved. To stimulate discussion, I released a discussion paper in December 1999, which helped frame Canada-wide consultations. These consultations provided Canadians and Canadian organizations with an opportunity to have their say on the future of the Act. Based on the results of these consultations, I plan to table a report by the end of the year.

While much focus over the next year will be devoted to the review of the Act, the Agency will continue to provide leadership in promoting high-quality environmental assessments by:

- working with partners, clients and stakeholders, providing them guidance on the Act and promoting compliance;
- creating efficient and effective co-operative environmental assessment processes through formal agreements with provinces; and by
- providing Canadians with easier access to information on environmental assessment by expanding the capabilities of the Federal Environmental Assessment Index.

By delivering high-quality environmental assessments to Canadians, the Canadian Environmental Assessment Agency continues to sustain and support our rich environmental heritage. This is why I am pleased to submit the Agency's 2000-2001 Report on Plans and Priorities to Parliament.

David Anderson



Management Representation Statement

Management Representation

Report on Plans and Priorities 2000-2001

I submit, for tabling in Parliament, the 2000-2001 Report on Plans and Priorities (RPP) for the **Canadian Environmental Assessment Agency**.

To the best of my knowledge, the information:

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

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

Sid Gershberg
President
Canadian Environmental Assessment Agency



SECTION I: Departmental Overview

A. Mandate, Vision, Roles and Responsibility Structure

Mandate

The Canadian Environmental Assessment Agency (the Agency) is in business to provide leadership and serve as the centre of expertise for federal environmental assessments in support of sustainable development. Operating as an independent entity within the portfolio of the Minister of the Environment, the Agency is guided by the following instruments:

- the *Canadian Environmental Assessment Act* (the Act) and its accompanying regulations (see Section IVA);
- the Canada-Wide Accord on Environmental Harmonization;
- international agreements containing environmental assessment provisions to which Canada is a signatory, for example, the United Nations Economic Commission for Europe *Convention on Environmental Impact Assessment in a Transboundary Context*;
- the 1999 *Cabinet Directive on the Environmental Assessment of Policy and Program Proposals*, and the provision of guidance to federal authorities on environmental assessment (EA) considerations and requirements in respect of proposed policies and programs; and
- an order-in-council designating the President of the Agency 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* and the *North Eastern Quebec Agreement*.

Vision

The Canadian Environmental Assessment Agency is committed to:

- being a proactive organization with a leadership role in federal environmental assessment;
- developing closer and more productive relationships with partners and clients across Canada;
- advancing the scientific and research capacities that satisfy the needs of a more efficient and effective process;
- providing information on environmental assessment to Canadians through a variety of effective means; and
- building on prior successes and harnessing the skill, credibility and commitment of its work force.



Roles

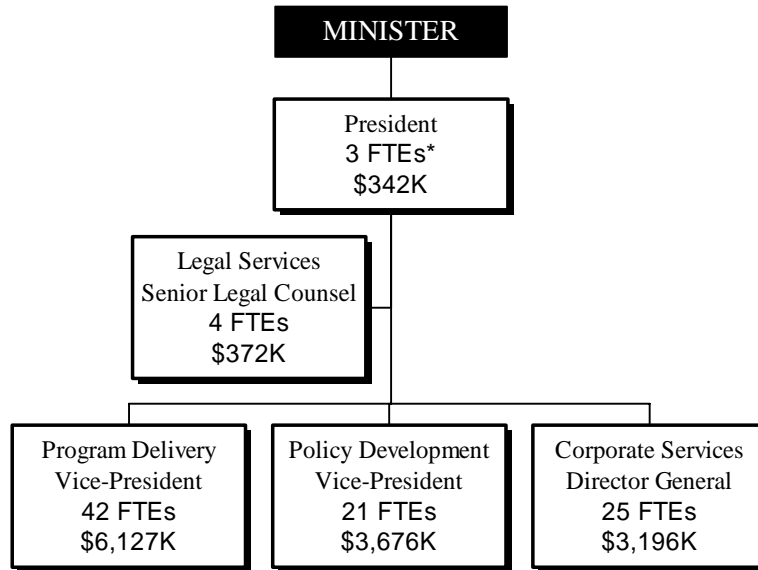
The Agency's roles can be divided into two categories: activities relating to the administration of the process, such as managing review panels, and activities relating to policy innovation, such as the development and promotion of strategic environmental assessment. These roles are interrelated and designed to meet the Agency's mission. The primary roles of the Agency are to:

- administer the federal environmental assessment process established by the Act and its regulations;
- promote the uniformity and harmonization of environmental assessment activities across Canada at all levels of government;
- ensure opportunities for public participation in the federal environmental assessment process;
- promote sound environmental assessment practices in a manner consistent with those established in the Act;
- promote or conduct research on environmental assessment matters; and
- encourage the development of sound environmental assessment techniques and practices.



Responsibility Structure

The Agency consists of one program and one business line. The reporting structure to the Minister of the Environment is as follows.



Net Cost of Program 2000-2001: \$13,713K

*FTE = Full Time Equivalents

B. Departmental Objective

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

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



C. External Factors Influencing the Agency

The Canadian Environmental Assessment Agency operates in an environment that is dynamic, fluid and complex. The Agency's ability to carry out its mission is based on its ability to meet new challenges and adapt to emerging trends. These trends include:

1. Environmental assessment is a shared responsibility.

Under the Canadian Constitution, responsibility for environmental management is shared between the federal and provincial governments. Although this arrangement can give rise to potential duplication and inconsistent application of environmental assessment, a spirit of co-operation between jurisdictions has emerged. This spirit of co-operation is reflected in the Canada-Wide Accord on Environmental Harmonization and the bilateral agreements on environmental assessment co-operation. Challenges remain, but considerable progress has been made in conducting joint or co-operative reviews.

2. The government's commitment to fiscal responsibility has affected environmental assessment, along with many other areas of public policy.

The *Canadian Environmental Assessment Act* is premised on the principle of self-assessment. When the Act first came into force, funding for the environmental assessment function of federal departments and agencies was provided largely through the Green Plan, a special reserve fund established to support environmental initiatives.

Currently, federal departments must fund their environmental assessment activities through their regular budgets. Thus environmental assessment must compete with other departmental needs and priorities for scarce resources. In this climate of fiscal restraint, environmental assessment must continue to demonstrate its value, efficiency and contribution to government priorities.

3. Advances in environmental assessment methodology have sought better integration with broader management and planning.

The preparation and application of project-type and project-specific environmental assessment guidelines by the federal and provincial governments have produced a substantial EA knowledge base. Many provinces and federal departments have sought to integrate environmental assessment with broader environmental management and planning activities such as environmental management systems (EMS) and sustainable development strategies (SDS).



4. The key trend in public participation has been for earlier and ongoing opportunities for involvement.

There is considerable variability among Canadian jurisdictions in terms of the opportunities provided for public participation through environmental assessment legislation and regulations. One important trend, however, has been for more active and earlier opportunities for public involvement in screenings, scoping, report review and decision making.

For provinces and territories, the general trend in public consultation practice has been toward more interactive consultation mechanisms, tailored to meet the needs and circumstances of specific projects, locations and stakeholders. In addition, the role played by Aboriginal people and communities in environmental assessment has expanded through recent environmental assessment regimes established under land claims across Canada.

5. There is increasing attention to how environmental assessment can help address the transboundary effects of projects.

The potential for adverse environmental effects across boundaries is receiving increased attention. Environmental assessment is recognized as an important tool for helping decision makers to anticipate and address such effects. In Canada, transboundary effects can arise in several areas: across international, provincial or territorial boundaries, and across federal and Aboriginal lands.

6. Aboriginal self-government is reshaping environmental assessment throughout Canada.

Recent land claims and self-government agreements are proving to be significant forces in shaping environmental assessment. Through comprehensive land claims and self-government agreements, new Aboriginal-based EA regimes are being established. The Agency is working closely with Aboriginal groups to develop tools that will assist these communities in achieving environmental integrity and sustainable development, while respecting self-determination objectives.

7. In a global economy, public policy measures must be scrutinized for their impacts on competitiveness.

One of the most important developments in the last decade has been the globalization of the economy. Canadians recognize that their way of life is closely linked to other countries in a manner impossible to imagine a generation ago. As a result, concerns about the competitiveness implications of public policy measures have never been greater.



Globalization puts a premium on the efficiency and effectiveness of all public policy instruments and operations — from legislation and regulations to guidelines and services. Globalization also draws attention to the potential for Canada's environmental assessment laws and regulations to adversely affect the private sector, particularly when compared to the processes of our trading competitors. However, numerous studies have concluded that the cost of environmental assessment in Canada is, typically, a very low percentage of the total cost of a project, and effective environmental assessment processes provide net economic benefits to society. Efficiency and process predictability remain the cornerstones of an EA process that helps maintain a positive investment climate while promoting a healthy environment.

8. The courts are shaping many areas of public policy.

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

D. Agency Planned Spending

Table 1: Agency Planned Spending

(thousands of dollars)	Forecast Spending 1999-2000*	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Budgetary Main Estimates	13,831	15,030	14,030	13,889
Non-budgetary Main Estimates	-	-	-	-
Less: Respendable revenue	(3,604)	(3,591)	(3,591)	(3,591)
Total Main Estimates	10,227	11,439	10,439	10,298
Adjustments	1,670	1,000	1,000	1,000
Net Planned Spending	11,897	12,439	11,439	11,298
Less: Non-respendable revenue	(27)	-	-	-
Plus: Cost of services received without charge	1,207	1,274	1,291	1,305
Net Cost of Program	13,077	13,713	12,730	12,603

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



SECTION II: Plans, Priorities and Expected Results

A. Planned Spending and Full Time Equivalents

Table 2: Planned Spending and Full Time Equivalents

(thousands of dollars)	Forecast Spending 1999-00	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Planned Spending	13,077	13,713	12,730	12,603
Full Time Equivalents	95	95	95	95

B. Business Line Objective

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

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

C. Business Line Description

The Agency is responsible for providing advice and recommendations to decision makers that reflect public values and the principles of sustainable development. By strengthening partnerships, the Agency also facilitates environmental assessment approaches that are co-ordinated across government, and harmonized with other jurisdictions, including Aboriginal regimes. The Agency is continuously improving the federal environmental assessment process by enhancing its efficiency, effectiveness, predictability and consistency, all the while 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 Cabinet Directive on the assessment of policy and program proposals. Finally, the Agency represents Canada's environmental assessment interests in international fora.

**D. Summary of Key Result Commitments, Planned Results and Priorities**

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

<p>Key Result Commitment #1: Environmental assessments that are effective, efficient, involve public participation and support the principles of sustainable development.</p>	<p>Planned Results (the results that the Agency expects to achieve over the planning period)</p> <ul style="list-style-type: none"> • Effective and efficient environmental assessments. • Canadians have the opportunity to be involved in the federal environmental assessment process. • Environmental factors are better integrated into planning and decision-making processes.
<p>Strategic Priorities (the strategy the Agency will adopt to achieve its planned results)</p> <ul style="list-style-type: none"> • Be recognized as a credible advocate of high-quality environmental assessment. • Advance the science and practice of environmental assessment. • Learn from experience and share results. • Strengthen relationships with partners and stakeholders. 	
<p>Key Result Commitment #2: Environmental assessment approaches that are co-ordinated across government and harmonized with other jurisdictions.</p>	<p>Planned Results (the results that the Agency expects to achieve in the planning period)</p> <ul style="list-style-type: none"> • Effective and efficient co-operative EA processes. • New environmental assessment regimes that meet or exceed the requirements of the <i>Canadian Environmental Assessment Act</i>.
<p>Strategic Priorities (the strategy the Agency will adopt to achieve its planned results)</p> <ul style="list-style-type: none"> • Clarify and improve environmental assessment processes with other jurisdictions and with federal partners. 	
<p>Key Result Commitment #3: Consistent and predictable application of environmental considerations into federal decision making.</p>	<p>Planned Results (the results that the Agency expects to achieve over the planning period)</p> <ul style="list-style-type: none"> • Application of environmental assessment extended to a wider scope of federal decisions and federal decision-makers. • Increased compliance with the <i>Canadian Environmental Assessment Act</i>.
<p>Strategic Priorities (the strategy the Agency will adopt to achieve its planned results)</p> <ul style="list-style-type: none"> • Improve the Agency's capacity to monitor, assess and foster compliance. • Address gaps in the application of the Act and other federal EA processes. 	



E. The Five Year Review

Five years ago, environmental assessment in Canada took a major step forward with the passage of the *Canadian Environmental Assessment Act*. Since then, much experience has been gained through the application of the Act — by the Agency, senior managers and EA practitioners in the federal government, private sector proponents, non-governmental organizations and other groups. There is a need to reflect on this experience, and to build on it so that environmental assessment remains a dynamic tool for sound decision making.

The Five Year Review gives Canadians an opportunity to contribute to determining the future of the federal EA process. Launched in December 1999, multistakeholder Canada-wide consultations were conducted to give interested individuals and organizations an opportunity to provide feedback to the Minister on the operation and provisions of the Act, and to make suggestions for improvements. In addition, opportunities were provided to ensure the voice of Canadian regions, rural communities and Aboriginal people are heard during the review process.

Following consultations, a report will be tabled in Parliament by the Minister of the Environment on the results of the review. This report may consist of broad general direction, or it may include suggested amendments for improving the application and operations of the Act.

Role of the Agency in the Five Year Review

In addition to achieving its three long-term result commitments, the Agency will be actively involved in supporting the Minister's conduct of the Five Year Review of the Act. The Agency's activities will be concentrated in the following areas:

- ⇒ Conducting national and regional consultations with the interested public, industry associations, environmental organizations, provinces, rural communities, Aboriginal organizations and other federal departments;
- ⇒ Maintaining a Five Year Review Web site as an interactive tool for disseminating information to stakeholders, receiving comments, promoting dialogue on key issues, encouraging participation in the Five Year Review;
- ⇒ Consolidating the wide variety of input from Aboriginal stakeholders to the Five Year Review process and integrating this with results of general public consultations; and
- ⇒ Assisting the Minister in tabling a report in Parliament that may include recommended changes to the Act.



Performance Measurement

The Agency's performance in conducting the review of the Act will be measured based on the following planned results.

Planned Result	Indicators
A high quality Five Year Review process	Stakeholder and public satisfaction with review process
	Comprehensiveness of review process
	Review process kept to established time lines
	Participation of a broad spectrum of Canadians and Canadian organizations
An improved federal EA process	A process that is more predictable, consistent and timely
	Improved quality of environmental assessments
	Strengthened opportunities for public participation



F. Key Results Commitments, Planned Results and Related Activities

Key Result Commitment #1: **Environmental assessments that are effective, efficient, involve public participation and support the principles of sustainable development.**

Context

Advocacy is central to the Agency's leadership role in the federal EA process. The Agency must be an effective advocate of good environmental management-providing relevant and timely advice, guidance, training and recommendations to those that are ultimately responsible for making decisions. These decisions should consider public values and support the principles of sustainable development.

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

The Agency's capacity for leadership in advancing the science and practice of environmental assessment will be enhanced by working co-operatively with its partners and stakeholders. The Agency does not intend to duplicate the specific expertise of other federal departments in strengthening its scientific capacity. Rather, its priority is to be a repository of EA trends and practices and to remain an effective liaison between the federal government and stakeholders.

The Agency has a responsibility to take a leadership role in promoting continuous learning, responding to client needs and ensuring that communication with all stakeholders is maintained and enhanced. Measuring and reporting the success and effectiveness of environmental assessment help to strengthen public confidence and maintain valuable public participation. Learning from experiences and sharing results will also contribute to the Agency's positioning as a centre of expertise, which will allow the Agency to supply information and advice to national and international stakeholders.

Agency Strategy

To achieve this result commitment, the Agency will concentrate on four strategic priorities.

<p>Strategic Priority: Be recognized as a credible advocate of high-quality environmental assessment</p>

- ⇒ Provide leadership in government-wide efforts to establish a long-term, co-ordinated approach to training and guidance.
- ⇒ Continue providing guidance to assist project proponents, responsible authorities (RAs) and EA practitioners to effectively discharge their respective roles under the Act.



- ⇒ Develop and deliver training products to a wide audience of stakeholders.
- ⇒ Lead an interdepartmental effort to develop and implement more effective follow-up to determine effectiveness of mitigation measures and accuracy of impact predictions.
- ⇒ Continue to promote opportunities for the public to participate in the environmental assessment process.
- ⇒ Provide leadership in co-operative efforts between project proponents and RAs to improve the certainty, effectiveness and timeliness of efforts to comply with the requirements of the Act.
- ⇒ Publish an environmental assessment kit for students.
- ⇒ Provide communications and media support for the conduct of panels and comprehensive studies.

Strategic Priority: Advance the science and practice of environmental assessment.

- ⇒ Implement an action plan to guide the integration of traditional ecological knowledge (TEK) into the federal EA process.
- ⇒ Initiate a federal research and development program on environmental assessment.
- ⇒ Support the continuing development of a national standard for environmental assessment by the Canadian Standards Association (CSA).
- ⇒ Work with other federal departments to advocate the implementation of the *Cabinet Directive on the Environmental Assessment of Policy and Program Proposals* and promote consistent practices on strategic environmental assessment reporting across federal departments.
- ⇒ Partner with other federal departments on the development of alternative dispute resolution mechanisms in the EA process.
- ⇒ Encourage the use of class screenings within the federal government.

Strategic Priority: Learn from experience and share results.

- ⇒ Work co-operatively with federal departments and agencies to implement a system for continual evaluation and improvement of environmental screenings carried out under the Act.
- ⇒ Examine the feasibility of expanding the capabilities of the Federal Environmental Assessment Index to include new documentation contained in public registries as well as screening reports.
- ⇒ Update the Agency's Web site to make it easier for Canadians to access information.



Strategic Priority: Strengthen relationships with partners and stakeholders.

- ⇒ Continue enhancing the role of regional offices as key centres of guidance and assistance to stakeholders in the federal environmental assessment process.
- ⇒ Strengthen relationships with partners through interdepartmental and multistakeholder committees such as the Regulatory Advisory Committee, the Senior Management Committee on Environmental Assessment, provincial EA administrators and Regional Environmental Assessment Committees.

Performance Measurement

Federal environmental assessment is based on the self-assessment principle. Therefore, the achievement of the planned results requires strong co-operation and co-ordination within the federal government. Progress, therefore, is attributable both to the Agency and to its EA partners. The following planned results and indicators demonstrate the progress of the Agency and its federal partners in achieving the key result commitment.

Planned Results	Indicators
Effective and efficient 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
Canadians have the opportunity 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
Environmental factors are better integrated into planning and decision-making processes	<ul style="list-style-type: none"> • Percentage of environmental assessments completed in early project planning stage



Key Result Commitment #2: Environmental assessment approaches that are co-ordinated across government and harmonized with other jurisdictions.

Context

All federal and provincial jurisdictions in Canada administer some form of EA regime. The application of these regimes to a single project requires co-operation to increase efficiency. Conducting a single EA avoids duplication, increases certainty and reduces costs and potential delays. The Agency will continue to promote a consistent approach to environmental assessment across Canada, and will adopt harmonized processes wherever possible. In addition, ongoing co-operative relations with Aboriginal communities remain crucial, because their emerging EA processes under self-government and land claims agreements play an increasingly prominent role in the review of new projects.

The Agency is also engaging partners to clarify and improve EA processes that have international implications. International relationships give Canada the opportunity to share expertise and establish mechanisms to support sustainable development of global interests that may affect the health of the environment within Canada. In addition, Canada's international EA responsibilities must reflect foreign trade policy issues and ensure that the competitive position of Canadian exporters is not adversely affected.

Agency Strategy

To achieve this result commitment, the Agency will concentrate on the following strategic priority.

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

- ⇒ Support federal negotiators addressing environmental management issues in Aboriginal land claims and self-government agreements. The Agency will continue to promote the creation of sound EA regimes within Aboriginal jurisdictions that meet or exceed the requirements of the Act.
- ⇒ Develop with 14 First Nations and Indian and Northern Affairs Canada, EA regimes under the *First Nations Land Management Act*.
- ⇒ Conclude bilateral EA harmonization agreements with Ontario and Manitoba, and initiate discussions with other interested provinces.
- ⇒ Develop international links and agreements on transboundary environmental impact assessment. Efforts will be made to advance discussions toward the conclusion of an EA transboundary agreement with Mexico and the United States under the *North American Agreement on Environmental Co-operation*.
- ⇒ Develop EA substitution agreements with federal agencies, such as the National Energy Board, and with Aboriginal land claims authorities, such as the Inuvialuit Environmental Impact Review Board.



⇒ Develop and implement agreements with other jurisdictions on joint panel review processes in a timely manner.

Performance Measurement

Achieving harmonized and co-ordinated EA approaches requires co-operation between the Agency, federal organizations and other jurisdictions. Progress toward increased harmonization and co-ordination is attributable, therefore, both to the Agency and its EA partners. The following planned results and indicators demonstrate the progress of the Agency, its federal partners and other jurisdictions in achieving the key result commitment.

Planned Results	Indicators
Effective and efficient co-operative EA processes	<ul style="list-style-type: none"> ● Percentage of projects subject to more than one EA regime that undergo a single assessment ● Percentage of co-operative EA processes that adhere to established timelines
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 EA provisions that meet or exceed the requirements of the <i>Canadian Environmental Assessment Act</i>

**Key Result Commitment #3:****Consistent and predictable application of environmental considerations into federal decision making.****Context**

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

Consistent and predictable interpretation of responsibilities under the Act, both by other federal departments and by proponents, is extremely important. Environmental considerations can be enhanced when practitioners have proper guidance tools at their disposal. The Agency will address this issue through a sustained and directed training and guidance initiative.

Finally, since the Act came into force in 1995, the Agency has endeavoured to broaden the range of activities to be assessed through regulation. This effort evolved from extensive, nation-wide public consultations and continued input from various partners, such as the multistakeholder Regulatory Advisory Committee.

Agency Strategy

To achieve this result commitment, the Agency will concentrate on two strategic priorities.

Strategic Priority: Improve the Agency's capacity to monitor, assess and foster compliance.

- ⇒ Work co-operatively with federal departments and agencies to implement a system for evaluating the quality of environmental screenings carried out under the Act.
- ⇒ Finalize a compliance policy that outlines promotion, education, and guidance measures to foster compliance.

Strategic Priority: Address gaps in the application of the *Canadian Environmental Assessment Act* and other federal environmental assessment processes.

- ⇒ Work with organizations, such as airport authorities and other Crown corporations, to develop appropriate EA requirements for projects.
- ⇒ Develop, with other federal departments, a legislated approach for conducting environmental assessments of federally funded projects on reserve lands.



Performance Measurement

Federal environmental assessment is based on the self-assessment principle. Therefore, the achievement of the planned results requires strong co-operation and co-ordination within the federal government.

Planned Results	Indicators
Application of environmental assessment extended to a wider scope of federal decisions and 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 Act



G. Human Resource Management

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

Agency Strategy

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. The Agency is therefore concentrating on developing capacity in people, on streamlining structures and systems, and improving results and accountability.

The Agency's strategy continues to focus on becoming a learning organization, creating effective leadership at all levels, and building capacities through exchanges with partners. The Agency's strategy is founded upon the basic values and ethics of the Canadian public service including accountability, honesty, fairness and professional service to Canadians.

To achieve this commitment, the Agency will:

- ⇒ Follow up on the Public Service Employee Survey by addressing common concerns such as managing workload, balancing work and family commitments and communication;
- ⇒ Continue to integrate human resource management planning into the business and work plans of the organization including the Performance Management Program for executives.
- ⇒ Staff strategically in support of the Agency's priorities, including the use of corporate development programs such as the Career Assignment Program (CAP), Management Trainee Program (MTP) and the Accelerated Economist Trainee Program (AETP).
- ⇒ Encourage continuous learning by making available ongoing orientation, training and development programs.
- ⇒ Assist employees in career management and growth.
- ⇒ Develop and promote government programs such as Employment Equity, Multiculturalism and Official Languages.
- ⇒ Develop a values-based approach to staffing by first updating the staffing delegation and accountability agreement with the Public Service Commission.
- ⇒ Provide feedback to staff through regular performance evaluation and to managers through the Performance Management Program.
- ⇒ Continue to recognize staff contributions through the Agency's Awards and Recognition Program.
- ⇒ Analyze staff demographics to help ensure the Agency is equipped to maintain momentum in delivering services.
- ⇒ Update the Human Resources Instrument of Delegation for the Agency.
- ⇒ Promote a co-operative approach in resolving union and employee concerns and issues through ongoing consultations and communication.



Performance Measurement

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

Key Result	Description
An Agency based on leadership	<ul style="list-style-type: none"> Leadership is the ability to establish a shared vision, to build the organization required to deliver program results and to mobilize the energies and talents of staff.
A workforce based on values	<ul style="list-style-type: none"> A workforce built on values is one that demonstrates competency, representativeness and non-partisanship by ensuring fairness, equity and transparency in its resourcing activities.
A productive workforce	<ul style="list-style-type: none"> A productive workforce is one that delivers goods and services in a cost-effective manner that strives for continuous improvement.
An enabling work environment	<ul style="list-style-type: none"> An enabling work environment reinforces: good working relationships; safety; fairness and freedom from discrimination and harassment; and fosters the professional satisfaction and growth of employees.
A sustainable workforce	<ul style="list-style-type: none"> A sustainable workforce is one in which the energies, skills and knowledge of people are valued.



SECTION III: Horizontal Initiatives

A. Legislative and Regulatory Initiatives

The following outlines the Agency's major or significant regulatory initiatives scheduled for implementation during the planning period (2000-2003).

Legislative Acts and Regulations	Expected Results
<p><i>Canadian Environmental Assessment Act</i></p> <p>During the 2000-2001 fiscal year, the Agency will be engaged in a comprehensive review of the provisions of the <i>Canadian Environmental Assessment Act</i>.</p> <p>(See section IE)</p> <p>Following the report of the Minister of the Environment to Parliament on the results of the review of the <i>Canadian Environmental Assessment Act</i>, the Agency may establish a set of regulations scheduled for implementation in the 2001-2003 period.</p>	<p>A <i>Canadian Environmental Assessment Act</i> which:</p> <ul style="list-style-type: none"> • makes the environmental assessment process more predictable, consistent and timely; • improves the quality of environmental assessments; and • strengthens opportunities for public participation in the process.
<p><i>Private Operations Occurring on Federal Lands Regulations</i></p> <p>The Agency will introduce rules for private entities operating on federally leased lands (e.g. local airport authorities) in response to government reorganization.</p>	<ul style="list-style-type: none"> • Consistent, transparent and accountable assessment of private sector projects that have a potential for significant environmental effects on federal lands.



B. Sustainable Development Strategy

Key Goal #1: Promote high-quality environmental assessment as a tool to implement sustainable development	
Performance Indicator /Objective	Targets / Actions for Reporting Period 2000-2001
Better use of project environmental assessment as a mechanism to support sustainable development	<ul style="list-style-type: none">• Continue providing guidance to assist project proponents, RAs and EA practitioners to effectively discharge their respective roles under the Act.• Develop and deliver training products to a wide audience of stakeholders.
Increased integration of strategic environmental assessment into federal policies, plans and program proposals	<ul style="list-style-type: none">• 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.

Key Goal #2: Promote the use of environmental assessment with other departments and jurisdictions	
Performance Indicator /Objective	Targets / Actions for Reporting Period 2000-2001
Improved awareness and understanding of the federal EA process	<ul style="list-style-type: none">• Continue enhancing the role of regional offices as key centres of guidance and assistance to stakeholders in the federal environmental assessment process.• Work co-operatively with federal departments and agencies to implement a system for evaluating the quality of environmental screenings carried out under the Act.• Continue providing guidance to assist project proponents, RAs, and EA practitioners to effectively discharge their respective roles under the Act.• Develop and deliver training products to a wide audience of stakeholders.



<p>Harmonized application of the Act with other jurisdictions and groups</p>	<ul style="list-style-type: none"> • Negotiate bilateral harmonization agreements with provinces under the <i>Sub-agreement on Environmental Assessment</i>. • Develop international links and agreements on transboundary environmental impact assessment. • Support federal negotiators addressing environmental management issues in Aboriginal land claims and self-government agreements.
<p>Expanded application of the Act to other organizations</p>	<ul style="list-style-type: none"> • Work with organizations, such as airport authorities and other Crown corporations, to develop appropriate EA requirements for projects. • Develop, with other federal departments, a legislated approach for conducting EAs of federally funded projects on reserve lands.

<p>Key Goal #3: Refine and improve the science and practice of environmental assessment</p>	
<p>Performance Indicator /Objective</p>	<p>Targets / Actions for Reporting Period 2000-2001</p>
<p>Expanded and improved practice of environmental assessment</p>	<ul style="list-style-type: none"> • Encourage the use of class screenings within the federal government. • Support continuing development of a national standard for environmental assessment by the Canadian Standards Association. • Implement the action plan to guide integration of traditional ecological knowledge into the federal EA process. • Partner with other federal departments on the development of alternative dispute resolution mechanisms in the EA process.



Key Goal #4: Increase awareness of environmental assessment and its effects on sustainable development	
Performance Indicator / Objective	Targets / Actions for Reporting Period 2000-2001
Strengthened Agency communications capacity	<ul style="list-style-type: none">• Increase information available to the public.• Examine the feasibility of enhancing public access to information by expanding the capabilities of the Federal Environmental Assessment Index to include all new documentation contained in public registries and complete screening reports.• Publish an environmental assessment kit for students• Promote Agency products and services.

Key Goal #5: Increase the Agency's environmentally sustainable practices	
Performance Indicator / Objective	Targets / Actions for Reporting Period 2000-2001
Implemented environmental management system based on ISO 14000	<ul style="list-style-type: none">• Develop an Environmental Management Plan for the Agency.
Improved environmental management performance	<ul style="list-style-type: none">• Continue to promote practices that conserve resources and prevent pollution.• Promote green transportation practices.



SECTION IV: Financial Information

Table 3: Summary of Transfer Payments

(thousands of dollars)	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Total Transfer Payments	412	95	95	95

Note: Contributions to facilitate public participation in review panels (known as the Participant Funding Program) are directly related to panel activity undertaken by the Agency. As of February 29, 2000, no new review panels had been referred; therefore, the above table does not reflect any planned spending for the upcoming fiscal year.

**Table 4: Source of Respendable and Non-respendable Revenue**

Respendable Revenue				
(thousands of dollars)	Forecast Revenue 1999-00	Planned Revenue 2000-01	Planned Revenue 2001-02	Planned Revenue 2002-03
Revenues credited to the Vote				
Cost recovery for environmental assessment services	181	3,441	3,441	3,441
Cost recovery for publications, training and education materials (federal)	110	90	90	90
Cost recovery for publications, training and education materials (external)	71	60	60	60
Total Respendable	362	3,591	3,591	3,591
Non-respendable Revenue				
(thousands of dollars)	Forecast Revenue 1999-00	Planned Revenue 2000-01	Planned Revenue 2001-02	Planned Revenue 2002-03
Refund from Previous Year Expenditures	12	-	-	-
Employee Benefit Recoveries	15	-	-	-
Total Non-respendable Revenue	27	-	-	-
Total Program Revenues	389	3,591	3,591	3,591

Note: The \$3.6 million authority for recovery of panel review costs is dependent on the level of panel activities that is eligible for cost recovery. If there are no review panels conducted during 1999-2000 that are eligible for cost recovery in accordance with the Ministerial Order, this authority will not be used.

**Table 5: Net Cost of Program for the Estimates Year**

(thousands of dollars)	Canadian Environmental Assessment Agency
Net Planned Spending	12,439
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	639
Contributions covering employees' share of employees' insurance premiums and expenditures costs paid by Treasury Board	293
Worker's compensation coverage provided by Human Resources Development Canada	-
Salary and associated expenditures of legal services provided by Justice Canada	342
	1,274
2000-2001 Net Cost of Program	13,713



SECTION V: Other Information

A. Administered Statutes and Regulations Currently in Force

The Minister has sole responsibility to Parliament for the following acts and associated regulations:

<i>Canadian Environmental Assessment Act</i>	S.C., 1992, C.37, as amended
<i>Law List Regulations</i>	SOR/94-636 (October 7, 1994)
<i>Comprehensive Study List Regulations</i>	SOR/94-638 (October 7, 1994)
<i>Inclusion List Regulations</i>	SOR/94-637 (October 7, 1994)
<i>Exclusion List Regulations</i>	SOR/94-639 (October 7, 1994)
<i>Federal Authorities Regulations</i>	SOR/96-280 (May 28, 1996)
<i>Projects Outside Canada Environmental Assessment Regulations</i>	SOR/96-491 (November 7, 1996)
<i>Regulations Respecting the Co-ordination by Federal Authorities of Environmental Assessment Procedures and Requirements</i>	SOR/97-181 (April 8, 1997)
<i>Environmental Assessment Review Panel Service Charges Order</i>	SOR/98-443 (August 26, 1998)
<i>Canada Port Authority Environmental Assessment Regulations</i>	SOR/99-318 (July 28, 1999)



B. References and Agency Web Site

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