



Canadian Environmental
Assessment Agency

Agence canadienne
d'évaluation environnementale

Sustainable Development Strategy 2007-2009



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Canada 

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Minister's Message

Over the past several decades, Canadians have become increasingly aware of the importance of protecting and preserving the integrity of their natural surroundings. A vibrant and diverse environment supports long lasting economic stability, enhances physical health and increases the quality of life in our communities.

At its core, sustainable development is essentially a shift in how we make decisions. By integrating environmental considerations, alongside our economic and social values, we recognize our collective responsibility to provide ourselves and other generations with a future that fosters their physical, social and cultural well-being.

Environmental assessment contributes to this integrated approach to decision-making by ensuring that decision makers have access to credible and relevant environmental analysis with respect to proposed policies, plans, programs and projects before decisions are made.

In leading the implementation of the federal environmental assessment framework, the Canadian Environmental Assessment Agency has a vital role to play in achieving sustainable development, a role it does not take lightly. Through its 2007-2009 Sustainable Development Strategy, the Agency reaffirms its commitment to high-quality environmental assessments and continuous learning and improvement. By learning from past successes and failures, and embracing innovative approaches for addressing new and existing challenges, I am confident the Agency will continue to lead efforts to ensure that Canada has a progressive and robust federal environmental assessment framework well into the future.

Rona Ambrose, P.C., M.P.
Minister of the Environment

Table of contents

1. Introduction	1
1.1 Sustainable Development	1
1.2 The Sustainable Development Strategies	1
2. Background	3
2.1 Role of Environmental Assessment in Sustainable Development	3
2.1.1 Strategic Environmental Assessment	3
2.1.2 Project Environmental Assessment	4
2.2 Departmental Profile	4
2.2.1 Role of the Canadian Environmental Assessment Agency	4
2.2.2 Key Activities	5
3. Issue Scan	7
3.1 Issues and Challenges Faced by the Agency	7
3.1.1 The Many Dimensions of Sustainable Development	7
3.1.2 The Need for Cooperation and Collaboration	8
3.1.3 Early and Meaningful Public Engagement	8
3.1.4 The Principle of Self-Assessment	8
3.1.5 Adapting to Change	9
3.2 Changing Circumstances	9
3.2.1 Lessons from Past Strategies	9
3.2.2 The 2005 Cabinet Directive on Implementing the <i>Canadian Environmental Assessment Act</i>	10
3.2.3 2008 Review of the Cabinet Directive	10
3.2.4 2010 Review of the Act	10

4. Approach to the 2007-2009 Sustainable Development Strategy	11
4.1 Building Knowledge to Strengthen the Role of Environmental Assessment in Advancing Sustainable Development	11
4.2 The Role of the Strategy vis-à-vis Other Planning Documents	12
4.3 The Role of the Agency's Strategy with Respect to Federal Sustainable Development Goals	13
5. The 2007-2009 Sustainable Development Strategy Action Framework	15
5.1 Vision of the Agency	15
5.2 Goal	15
5.3 Objectives	16
5.3.1 Effective, Efficient and Mutually Supportive Environmental Analysis Tools	16
5.3.2 Early, Full and Meaningful Application of Environmental Analysis Tools	17
5.3.3 Continuous Learning and Improvement	17
5.4 The 2007-2009 Sustainable Development Strategy Action Framework	18
6. Accountability and Reporting on the Agency's 2007-2009 Sustainable Development Strategy	23
7. Annex	25
7.1 Logic Model Description	25

Introduction

1.1 Sustainable Development

For the past several decades, it has become globally acknowledged that the Earth is unable to support indefinitely the type and extent of human activities that currently drive our way of life. In 1987, a group of foreign ministers, financial and planning officials, and analysts with diverse expertise from around the world, gathered together by the World Commission on Environment and Development, met to discuss environmental

and social issues of growing global concern. Their report *Our Common Future*, otherwise known as the *Brundtland Report*, coined and defined the term “sustainable development” as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” This was a pivotal moment in the international pursuit of sustainability.

1.2 The Sustainable Development Strategies

The Government of Canada adopted the Brundtland Commission’s definition of sustainable development in its 1995 report *A Guide to Green Government* in which the government stated its commitment to achieving sustainable development and outlined its action plan for reaching this goal. Additionally in 1995, Parliament passed amendments to the *Auditor General Act* that included the creation of a legal requirement for certain departments and agencies to prepare and table sustainable development strategies in Parliament every three years.

The sustainable development strategy is a valuable tool for the federal government. It provides an opportunity for departments and agencies to review their business in terms of its impact on sustainable development and to reaffirm their commitment to doing their part in building a sustainable Canada.

In December 2006, 30 federal departments and agencies will be required to table sustainable development strategies. In addition, four departments and agencies, including the Canadian Environmental Assessment Agency, will voluntarily table sustainable development strategies for their organizations.

Background

2.1 Role of Environmental Assessment in Sustainable Development

The concept of sustainable development was born from the realization that social, economic and environmental health are interdependent. Sustainable development is essentially a shift in thinking, whereby individuals, organizations and governments at all levels understand and take responsibility for the full economic, environmental and social costs of their actions. Canadians require effective and efficient tools to inform them of the potential consequences of their choices and support them in making sustainable decisions.

The federal environmental assessment framework consists of planning and decision-aiding tools at both the strategic and project levels to inform and contribute to integrated decision making. These tools provide a systematic approach for identifying, predicting and evaluating the potential environmental and associated socio-economic impacts of proposed policies, programs, plans and projects before decisions are made. In addition, they provide the means to identify mitigation measures for negative effects and to explore opportunities to enhance positive effects. An effective and efficient federal environmental

assessment framework is an important component of integrated decision making that provides net ecological, economic and social benefits to society.

2.1.1 Strategic Environmental Assessment

The Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals defines a strategic environmental assessment (SEA) as a “systematic and comprehensive process for evaluating the environmental effects of a policy, plan or program proposal and its alternatives.”

Strategic environmental assessment stems from the recognition that strategic decisions should be shaped with environmental considerations in mind. Implementing SEA will help inform decision makers of the full range of consequences of their decisions; formally bring environmental considerations into the design of public policies; and generate public policies that can support the goals of sustainable development. In past reports, the Commission of the Environment and Sustainable Development cited SEA as a vital step in implementing sustainable development.

2.1.2 Project Environmental Assessment

The *Canadian Environmental Assessment Act* requires federal departments and agencies to ensure that an environmental assessment (EA) of a proposed project is conducted if they are the proponent, provide funding or land, or issue certain licences, permits or other authorizations that allow the project to proceed.

Project environmental assessment provides tools to incorporate environmental considerations systematically into project objectives and design. It supports the analysis of measures to reduce or avoid negative environmental and associated socio-economic impacts. As with SEA, a project EA is a vital step in implementing sustainable development. Together, project EA and SEA make it more likely that developments, policies, plans and programs will be sustainable.

2.2 Departmental Profile

2.2.1 Role of the Canadian Environmental Assessment Agency

The Canadian Environmental Assessment Agency reports to Parliament under a single business line, which also serves as its mission statement:

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

Promoting sustainable development is at the core of the Agency's activities. In fact, the Act was the first piece of Canadian legislation to include a definition of sustainable development. In its role as the administrator of the Act, the Agency develops, manages and promotes an effective federal environmental assessment process.

The Agency operates as an independent agency within the federal government, is headed by the President, who reports

directly to the Minister of the Environment, and is mandated by the following instruments:

- i. the *Canadian Environmental Assessment Act*, its accompanying regulations and the Cabinet Directive on Implementing the *Canadian Environmental Assessment Act*;
- ii. the Canada-Wide Accord on Environmental Harmonization (the sub-agreement on EA) and bilateral agreements with provincial governments that set out mutually agreed upon arrangements for cooperative environmental assessments;
- 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 [the Espoo Convention] (ratified in May 1998); and

iv. the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program whereby the Agency assists the Minister of the Environment by providing guidance to federal departments and agencies on environmental assessment considerations and requirements in respect to proposed policies and programs.

Every federal department and agency, Crown corporation and other regulated authority under the Act is bound by its provisions. Additionally, in accordance with the Cabinet Directive, ministers expect that policy, plan and program proposals of departments and agencies will consider, when appropriate, potential environmental effects. As a result, the Agency's business touches on a significant portion of the activities of the federal government. These tools provide departments and agencies with the means to achieve their environmental and sustainable development objectives. Therefore, the Agency contributes directly to the overall goal of furthering sustainable development throughout the federal government.

2.2.2 Key Activities

The Agency's key activities include:

- coordinating and serving as a centre of expertise for the federal environmental assessment process established by the Act and its regulations, now complemented by the 2005 Cabinet Directive on Implementing the *Canadian Environmental Assessment Act*;

- promoting the uniformity and cooperative nature of environmental assessment activities across Canada at all levels of government;
- promoting SEA at the federal level;
- providing training and guidance to facilitate the conduct of high-quality environmental assessments, including SEA;
- providing advice and administrative support to environmental assessment review panels;
- ensuring opportunities for public participation in the federal environmental assessment process;
- developing policy and regulations on environmental assessment;
- promoting and conducting research on environmental assessment matters; and
- promoting sound environmental assessment practices in a manner consistent with those established in the Act and the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals.

For more information on the Agency, visit: www.ceaa-acee.gc.ca.

Issue Scan

3.1 Issues and Challenges Faced by the Agency

Sustainable development is not a fixed state, achieved through a one-time effort by following a set and clear path. It is a dynamic equilibrium realized by Canadians making informed strategic choices over time, thereby setting our society on a steady course for attaining and maintaining this ideal.

Over the coming years, Canada expects significant growth in the resource sector. With this growth comes great responsibility. Decision makers must ensure that development is pursued in a manner that strengthens the economic stability of our country and respects the values of Canadians. One characteristic of Canadian society that is admired throughout the world is the belief that all individuals should have equal rights to the opportunities and services they need to nurture their physical and cultural well-being. In addition, protecting the environment remains an enduring societal value, as Canadians recognize that the health of the environment greatly impacts their quality of life, and that of future generations.

The extent to which the federal environmental assessment framework contributes to integrated decision making and sustainable development depends on it being able to address the issues and challenges identified below.

3.1.1 The Many Dimensions of Sustainable Development

To achieve and maintain sustainable development, we must pursue it at the local, regional and global levels, from both short- and long-term perspectives. In the absence of broad high-level mechanisms, overarching multi-dimensional issues will arise at the project level, encumbering a process not fully equipped to deal with all of them. While project EA is an effective tool for addressing local environmental concerns associated with a specific development, it is not designed for debating broader environmental regional or policy issues. The challenge for the Agency is to find ways to ensure the tools within the environmental assessment framework can *collectively* respond to environmental considerations, within the spatial and temporal context that they occur, and in a manner that supports progress toward sustainable development.

3.1.2 The Need for Cooperation and Collaboration

Due to environmental management being an area of shared jurisdiction, the federal framework must operate as efficiently as possible and in a seamless manner with other provincial, territorial and Aboriginal processes. The Agency addresses this challenge by continually exploring new approaches which improve the coordination and collaboration among all levels of government. Beyond this, the Agency must also examine its own roles and responsibilities, striving to ensure that it is in the best position to support a collective federal approach to achieving and maintaining sustainable development.

3.1.3 Early and Meaningful Public Engagement

Early and meaningful engagement of the public is generally seen as a key element in achieving quality environmental analysis. It supports and enhances environmental assessment by:

- incorporating local and traditional knowledge, which may bring to light new perspectives that would have not otherwise been available;
- providing decision makers with the opportunity to assess current societal values properly as they relate to a particular issue;
- informing the public of the environmental analysis that shaped the planning and implementation of decisions at all levels; and

- making decision makers accountable for their actions and reassuring Canadians that the government's priorities reflect the best long-term interests of society.

The challenge for the Agency is to find ways to increase the value of public engagement in a way that is cost and time efficient for the Agency, responsible authorities, proponents and the public itself.

3.1.4 The Principle of Self-Assessment

In the Government of Canada, environmental assessment is based on the principle of self-assessment. The federal authority responsible for making a decision on a proposed policy, plan, program or project is also responsible for ensuring that, if required, an environmental assessment is carried out. The resulting decentralized system has an advantage: self-assessment helps to integrate environmental considerations into decision making across government. Often, the body with a decision to make about a proposal is also best situated to understand how to modify the design to prevent adverse environmental effects. In addition, the self-assessment process has resulted in pockets of environmental assessment capacity and expertise throughout government, thereby affording integration across the system.

The Agency's challenge is ensuring timely, consistent and high-quality environmental analysis, within a system delivered by other federal authorities and over which it has limited direct authority. The challenge is much more daunting when multiple authorities are required to conduct an EA of the same project.

3.1.5 Adapting to Change

The concept of sustainable development is still relatively new to our society. As our knowledge of how to be sustainable increases, the tools and information needed by decision makers to achieve and maintain this ideal will also change. Moreover, issues such as climate change, globalization, technological advancements, evolving societal values, increasing scientific knowledge and government reform, to name a few, will all radically alter the way we tackle the challenge of sustainability. To remain relevant and useful, our environmental

assessment framework must continuously adapt to the evolving world around it. This requires that the necessary mechanisms be in place to:

- monitor the success of the environmental assessment framework and the role of the Agency in supporting sustainable development;
- explore and research innovative approaches for meeting the new and existing challenges; and
- implement change when needed.

3.2 Changing Circumstances

At the time it prepared its 2004-2006 Sustainable Development Strategy, the Agency was entering a period of transition, adjusting to new roles and responsibilities gained through Bill C-9's amendments to the Act as a result of recommendations from the five-year review. As a medium term "strategic implementation document," the 2004-2006 strategy focussed on reaffirming plans for implementing changes and improvements brought about by Bill C-9.

With the 2007-2009 Sustainable Development Strategy, there are new opportunities for the Agency to examine its role and the role of a federal environmental assessment framework in supporting integrated decision making and sustainable development.

3.2.1 Lessons from Past Strategies

Previously, the initiatives within the Agency's strategy primarily focussed on two streams of initiatives. The first stream consisted of initiatives to improve the efficiency and effectiveness of project EA. These activities are essential for ensuring that the project EA process remains relevant and responsive to the needs of its users. The second stream included initiatives to improve the environmental sustainability of the Agency's internal operations. These more concrete and tangible activities increase the awareness and promotion of sustainable development within the Agency and demonstrate the Agency's commitment to the federal Greening Government Operations goals.

There is no questioning the value of these two types of initiatives. However, in reviewing its past strategies, the Agency recognizes that it must broaden its approach if it is to maximize its contribution to integrated decision making and sustainable development. Hence, in this strategy, the Agency has chosen to revisit its vision statement and long-term goal, and take a broader perspective on its activities and their contribution to sustainable development. This new approach is described in further detail in Section 4 of this document.

3.2.2 The 2005 Cabinet Directive on Implementing the *Canadian Environmental Assessment Act*

The Government of Canada is committed to ensuring that the administration of the *Canadian Environmental Assessment Act* results in a timely and predictable EA process that produces high-quality EAs so federal decisions about projects safeguard the environment and promote sustainability. The 2005 Cabinet Directive on Implementing the *Canadian Environmental Assessment Act* sets out new roles and responsibilities for the Agency as well as other departments and agencies, in order to achieve a more effective and efficient project EA process.

3.2.3 2008 Review of the Cabinet Directive

Following recommendations from the Commissioner of the Environment and Sustainable Development's 2004 Report *Assessing the Environmental Impact of Policies, Plans, and Programs*, the Privy Council Office, in collaboration with federal departments and agencies, has committed to ensuring that an evaluation of the Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals is completed by 2008. The results of the review will be made public and will guide decisions on how to improve the form and structure of the Cabinet Directive.

3.2.4 2010 Review of the Act

As a result of Bill C-9, amendments to the Act included a requirement for a comprehensive review of the provisions and operations of the Act by Parliamentary Committee in 2010.

Approach to the 2007-2009 Sustainable Development Strategy

4.1 Building Knowledge to Strengthen the Role of Environmental Assessment in Advancing Sustainable Development

For this strategy, the Agency took a step back to adopt a broader perspective on the relationship between environmental assessment and sustainable development. To what extent does environmental assessment, as it applies to policies, plans, programs and projects contribute to sustainable development? How can the Agency improve its overall contribution to integrated decision making, which supports sustainable development?

To address these questions, the Agency must first evaluate the outcomes it influences as a result of its role within the federal government, and the federal environmental assessment

framework. The Agency will look at what improvements are needed to increase the efficiency and effectiveness of existing frameworks, and question the role of the Agency and the federal environmental assessment framework, and the underlying values and assumptions upon which they were designed. By understanding the strengths and weaknesses of the current federal environmental assessment process, the Agency will be better positioned to scope out long-term solutions for addressing the gaps and improving its support of integrated decision making and sustainable development.

Through its SDS theme: *Building Knowledge to Strengthen the Role of Environmental Assessment in Advancing Sustainable Development*, the Agency will begin the research phase of its long-term plan. This theme encompasses supporting research and development, and fostering open dialogue, with a view to advancing the science and practice of environmental assessment, and sharing these findings with our stakeholders. It includes learning by doing: putting theory into practice and taking on new roles and responsibilities. Most importantly, it is about increasing our knowledge of the outcomes influenced by our federal environmental assessment framework, so within the opportunities that lie ahead, the Agency is positioned to provide sound

and forward-looking advice to Parliament regarding the role of the Agency, and the future of the federal environmental assessment framework.

To maintain a clear strategic focus, the Greening of Government Operations commitments have not been included in the Sustainable Development Strategy action framework. However, the Agency remains committed to reducing the ecological footprint of its operations, complying with the green procurement guidance set forth by Public Works and Government Services Canada, and continuing to support its “Green Team,” which raises awareness of sustainable development throughout the Agency.

4.2 The Role of the Strategy vis-à-vis Other Planning Documents

As previously noted, the Agency’s mandate supports sustainable development, and it is in a unique position of having many of its activities (as outlined in its *Report on Plans and Priorities*) designed to fulfill the key result commitments contribute sustainable development. The purpose of the Agency’s 2007-2009 Sustainable Development Strategy is not to report on all activities within the Agency which contribute to sustainable development. Nor is it intended to report on all the activities the Agency pursues to improve the efficiency and effectiveness of the federal environmental assessment framework. Instead, the Strategy serves as a long-term strategic document, identifying those key

activities that contribute to the significant and essential outcomes the Agency wants to achieve, identifying weaknesses within the federal environmental assessment process that require more effort, and focussing on what the Agency could do differently to maximize its contribution to sustainable development in Canada.

The Sustainable Development Strategy is distinct from other reporting documents as it provides an opportunity for the Agency to look beyond its day-to-day business to ensure that the framework as a whole supports our vision.

4.3 The Role of the Agency's Strategy with Respect to Federal Sustainable Development Goals

For the fourth round of sustainable development strategies, the federal government worked to develop six sustainable development goals related to clean air, clean water, reducing greenhouse gas emissions, sustainable development and the use of natural resources, sustainable communities, and governance for sustainable development. These goals integrate and complement the objectives set out earlier this year in respect of Greening Government Operations. By identifying how departmental activities support broader federal goals and objectives in respect of sustainable development, Canadians should gain a clearer picture of how the federal government works in an ongoing way, to ensure improvements in our quality of life. At the same time, improved coordination will strengthen accountability,

drive government-wide performance, and focus and stimulate activity in some of these key areas.

With a strategic focus on the federal environmental assessment framework, the Agency's ultimate aim is to improve the government's capacity to integrate sustainable development into federal decision making. All the actions identified within the Agency's 2007-2009 Sustainable Development Strategy make a clear contribution to *Governance for Sustainable Development: "Federal SD Goal VI."* More information on the federal sustainable development goals and on work of the Green Government Operations program is available on the worldwide web at www.sdinfo.gc.ca.

The 2007-2009 Sustainable Development Strategy Action Framework

5.1 Vision of the Agency

Building on the 2004-2006 Sustainable Development Strategy vision statement, the 2007-2009 vision reflects an updated perspective based on current thinking and priorities, and is condensed to clarify the Agency's focus. The 2007-2009 Sustainable Development Strategy 20-year vision is:

Environmental considerations, alongside economic and social ones, are taken into account in all federal government decisions respecting policies, plans, programs and projects in a way that supports balanced, integrated decision-making and progress toward sustainable development.

5.2 Goal

The Agency recognizes that to achieve its vision, it must shift from leading a process-oriented federal environmental assessment framework to a results-oriented one, viewing the success of its initiatives through improvement in process as well as through improvements in the results it influences. The long-term goal of the

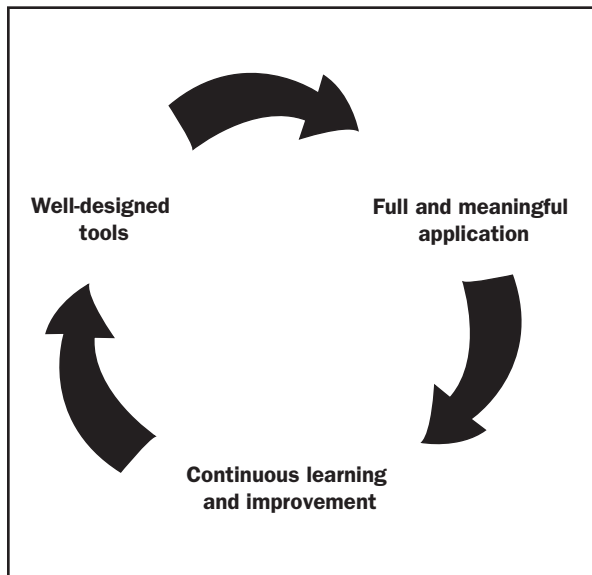
2007-2009 Sustainable Development Strategy is therefore as follows:

To promote the full and meaningful application of a results-oriented federal environmental assessment framework.

5.3 Objectives

A results-oriented federal environmental assessment framework is built on a continuous loop. The first necessary component is the availability of simple yet effective tools designed to address environmental and associated socio-economic issues adequately within a sustainable development context. The second component consists of initiatives and approaches that support the full and meaningful application of these tools in a manner that is both time and cost efficient. The third and possibly most important component is a continuous learning and improvement system, which enables the Agency to assess the outcomes it influences, and using these results, seek new approaches for improving the first two components. Each component is addressed through the objectives below.

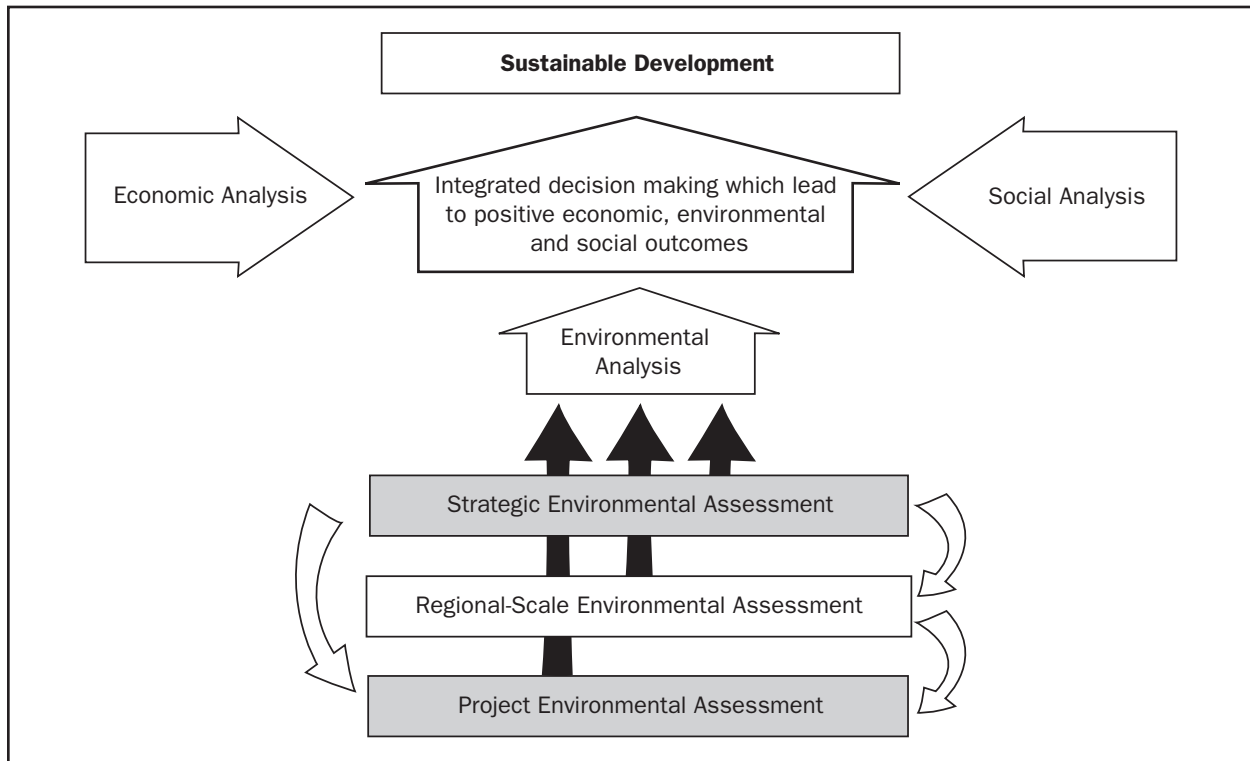
Figure 1: The Federal Environmental Assessment Loop



5.3.1 Effective, Efficient and Mutually Supportive Environmental Analysis Tools

The Agency seeks to ensure that the federal government is equipped with tools that are simple yet effective, inherently lend themselves to consistent implementation, and collectively support integrated decision making that results in positive economic, environmental and social outcomes for Canadians.

The first step for the Agency in achieving this objective is to become aware of the limitation of the individual environmental analysis tools within the federal environmental assessment framework to single-handedly address the scope of environmental considerations, which must be dealt with to achieve and maintain sustainable development. The contribution of the framework to sustainable development can be maximized when each tool achieves its full potential, and the results from its application support the efficiency and effectiveness of the other tools within the framework. Acknowledging the federal environmental assessment framework as a continuum of tools, permits the Agency and its stakeholders to explore other tools, such as regional-scale assessments, to address the gaps in the current framework (see Figure 2).

Figure 2: Federal Environmental Assessment Continuum

5.3.2 Early, Full and Meaningful Application of Environmental Analysis Tools

It is only through the early, full and meaningful application of the environmental analysis tools that the federal government will have the greatest impact in integrated planning and decision making that supports sustainable development. The Agency will continue to seek, undertake and support initiatives that improve compliance with the Act and Cabinet Directives, and the overall quality of resulting environmental assessments. This includes:

- providing the necessary guidance and training for practitioners and analysts to perform quality environmental assessments;
- encouraging the use of environmental assessment as a planning tool to derive the most benefit from its use;
- promoting coordination and collaboration to improve efficiency;
- encouraging the implementation of mitigation measures; and

- promoting the engagement of Aboriginal peoples and the public in a manner that adds value to the process and results in better decisions.

5.3.3 Continuous Learning and Improvement

The Agency recognizes that its role must extend beyond ensuring the implementation of an effective and efficient environmental analysis framework, to ensuring that, when implemented, this framework lends itself to achieving the intended results. This will require the Agency to have the capacity to monitor the effectiveness and efficiency of the framework so it may have a full understanding of the outcomes it influences and the factors shaping these outcomes. Where federal environmental assessment approaches are found wanting, the Agency must have the means to identify options for more closely aligning them with sustainable development objectives.

5.4 The 2007-2009 Sustainable Development Strategy Action Framework

The 2007-2009 SDS Action Framework sets out to address the main challenges the Agency faces in leading an environmental assessment framework that supports Canadians achieving and maintaining

sustainable development. The Issue Scan, therefore, provides the logic behind the action frameworks commitments. A description of the logic model terminology is provided in the Annex of this document.

Ultimate Outcome or Goal			
To promote the full and meaningful application of a results-oriented federal environmental assessment framework.			
Long-Term Outcomes or Objectives			
Effective, efficient and mutually supportive environmental analysis tools Early, full and meaningful application of environmental analysis tools Continuous learning and improvement			
Issues and Intermediate Outcomes	Planned Results and Actions	Targets	Performance indicators
<p>5.4.1 Addressing the many dimensions of sustainable development (see Issue Scan 3.1.1)</p> <p>The government is better informed and equipped to address policy and regional-scale sustainable development issues.</p>	<p>5.4.1.1 Advance the science and practice of strategic environmental assessment.</p> <p>The Agency will support the work of the Minister's Regulatory Advisory Committee (RAC) Subcommittee on SEA as it undertakes its mandate to define the broader context for SEA, explore meaningful linkages between strategic and project-level EA, and examine the role of the public and Aboriginal groups in SEA (also supports Action 5.4.3.1).</p>	<p>Subcommittee provides recommendations by 2008</p>	<p>Improved understanding of how the various components of an effective and efficient environmental assessment framework should work together, and of the strengths and weaknesses of the current framework in supporting integrated decision making.</p>
	<p>The Agency will fund research through the Research and Development program which advances the science and practice of SEA.</p>	<p>R&D priority area for 2006-2009</p>	
	<p>5.4.1.2 Advance the science and practice of regional-scale environmental assessment.</p>		
	<p>The Agency, in collaboration with other government initiatives and where possible, will build internal capacity that generates the knowledge required to achieve a consensus on definitions, principles and priorities for regional-scale environmental assessment.</p>	<p>2009</p>	

Issues and Intermediate Outcomes	Planned Results and Actions	Targets	Performance indicators
<p>5.4.2 Encouraging cooperation and collaboration (Issue Scan 3.1.2)</p> <p>There is improved cooperation and collaboration between federal departments and agencies and with other jurisdictions, which results in high-quality environmental assessments delivered through a timely predictable process.</p>	<p>5.4.2.1 Promote, and ensure the implementation of initiatives that improve the coordination among stakeholders in federal project environmental assessments.</p>		<p>A more timely, coordinated, and consistent approach to the environmental assessment process of major projects is applied.</p>
	<p>Complete the development of a Memorandum of Understanding pursuant to the 2005 Cabinet Directive on Implementing the <i>Canadian Environmental Assessment Act</i>.</p>	<p>April 2007</p>	
	<p>The Agency will chair and support the work of the Environmental Assessment Project Committee (EAPC), which selects projects that could benefit from a higher level of involvement of federal authorities and the Agency in the environmental assessment process, and ensure that these projects are assessed in a timely and efficient manner.</p>	<p>Ongoing</p>	
	<p>5.4.2.2 Gain a greater understanding of the effectiveness of the Agency and its supporting legislative and policy tools in achieving coordination among stakeholders.</p>		
	<p>The Agency will learn from its experiences with respect to projects where it has had the role of Federal Environmental Assessment Coordinator in the Ontario region and gather data to track improvements in coordination through the administration of a post-project stakeholder questionnaire.</p>	<p>Begin administering questionnaire in 2007</p>	

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Issues and Intermediate Outcomes	Planned Results and Actions	Targets	Performance indicators
<p>5.4.3 Promoting early and meaningful public engagement (See Issue Scan 3.1.3)</p> <p>Decisions are better informed through effective engagement of the public, including Aboriginal peoples, in the environmental assessment process.</p>	<p>5.4.3.1 Build knowledge and capacity internally and throughout the federal government in the area of public and Aboriginal peoples engagement in environmental assessment.</p>		<p>Improved knowledge across government of how to engage the public, including Aboriginal peoples, in high-quality environmental assessments.</p>
	<p>The Agency will develop guidance on meaningful public participation, and policy and skill-building training for engagement of Aboriginal peoples, in federal environmental assessment.</p>	<p>December 2007</p>	
	<p>The Agency will fund, through its Research and Development program, projects which provide new understanding and approaches for the meaningful involvement of the public, including Aboriginal peoples, in environmental assessment.</p>	<p>R&D priority area for 2006-2009</p>	
<p>5.4.4 Addressing the principle of self-assessment (Issue Scan 3.1.4)</p> <p>Improved understanding of the strengths and weaknesses of the self-assessment processes.</p>	<p>5.4.4.1 Collaborate with other federal departments and agencies to increase awareness and application of the principles of sustainable development and the sustainable development tools.</p>		<p>Regular and consistent training in sustainable development tools for planners and analysts across the government of Canada.</p>
	<p>The Agency will join other government departments and the Canada School of Public Service to design and deliver new Government of Canada Sustainable Development training material.</p>	<p>Begin delivery by December 2007</p>	
	<p>The Agency will work with the Canada School of Public Service to deliver on-line strategic environmental assessment training, available to all government employees through the government-wide e-learning portal, <i>CampusDirect</i>.</p>	<p>March 2008</p>	

Issues and Intermediate Outcomes	Planned Results and Actions	Targets	Performance indicators
	5.4.4.2 Evaluate the effectiveness of the SEA and project EA processes.		Identification of areas requiring improvement in the application of the Cabinet Directive and the Act.
	The Agency, in collaboration with the Privy Council Office, will undertake an evaluation of the Cabinet Directive on Policy, Plan and Program Proposals.	Report tabled by December 2008	
	The Agency's quality assurance unit will identify and analyze aspects of the functioning of the current federal environmental assessment process that have the greatest potential to influence the achievement of favourable environmental outcomes.	Reports will be issued sequentially starting in early 2007	
5.4.5 Adapting to change (See Issue Scan 3.1.5) The Agency has the knowledge necessary to make informed decisions regarding the future of the federal environmental assessment framework.	5.4.5.1 Examine how the Agency can move toward better integration of the project review process at the national level.		Identification of opportunities to better integrate the project review process across jurisdictions.
	The Agency will work with other federal departments and agencies, and with provinces and territories, to identify where there may be opportunities to move from an environmental assessment harmonization framework at the project level to one at the process level.	Ongoing	
	5.4.5.2 Ensure that the research areas promoted and encouraged by the Agency are consistent with, and supportive of, the goal and objectives set out in the Agency's sustainable development strategies.		Themes of R&D reflect issues and needs addressed in the Agency's sustainable development strategies.
	The Agency will use the sustainable development strategy to guide the selection of future research priority areas for the Research and Development program.	Beginning in 2007	

Accountability and Reporting on the Agency's 2007-2009 Sustainable Development Strategy

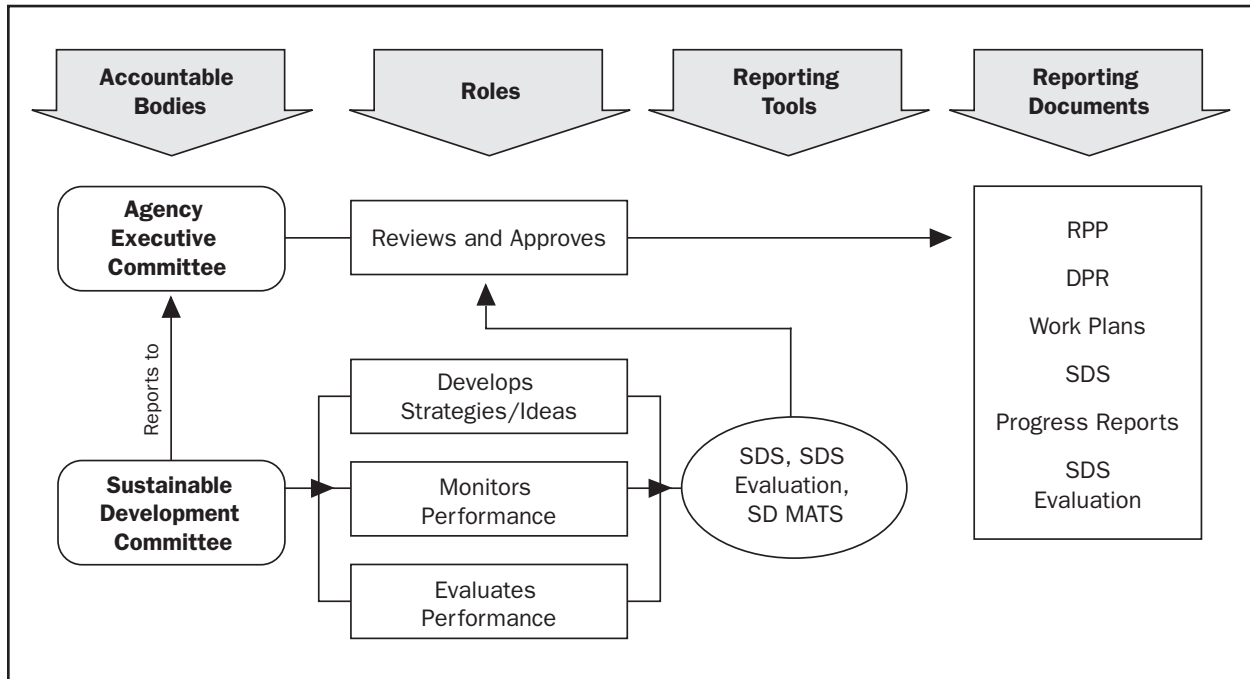
The Agency's Sustainable Development Committee develops the Agency's Sustainable Development Strategy. The Committee actively monitors Agency performance as it relates to sustainable development strategy commitments, and ensures that the Sustainable Development Strategy Monitoring and Tracking System (MATS) is updated twice a year to reflect the current status of the Sustainable Development Strategy commitments.

The Agency Executive Committee, chaired by the President, reviews the Agency's ongoing sustainable development performance through approval of the MATS document. The Executive Committee also ensures that

external planning and reporting documents, such as the *Report on Plans and Priorities* and the *Departmental Performance Report*, include performance measurement reporting on the Sustainable Development Strategy commitments.

The Agency will report to the public on its progress toward the 2007-2009 Sustainable Development Strategy through the *Departmental Performance Report*. In addition, the Agency will undertake evaluation of the 2007-2009 Strategy in 2009 to inform and guide the next round of strategies. This evaluation will be made available to the public through the Agency's web site.

Figure 3: Internal Monitoring and Accountability of Reporting Document



Annex

7.1 Logic Model Description

Terminology and Logic Model Framework

The 2007-2009 Sustainable Development Strategy uses a logic model framework and terminology that is consistent with the Treasury Board Secretariat's work on results-based management and accountability frameworks.

- **Ultimate impact** represents the Sustainable Development Strategy goals.
- **Long-term outcomes**, or the Sustainable Development Strategy objectives, represent the external consequences of Agency activities, addressed within a 10 to 20 year time frame. Long-term outcomes support the Agency's goals.
- **Intermediate outcomes** represent the external consequences of Agency activities, addressed within a five- to eight-year time frame. Intermediate outcomes are attributed to planned actions.
- **Immediate outcomes** or planned results are the statements of results to be achieved within the planning period in relation to the actions.
- **Actions** are Agency operations or work processes. Actions are typically defined within the three-year time frame of the sustainable development strategy, unless otherwise stated, and include specific output deadlines.
- **The Sustainable Development Strategy theme** is the strategic focus of the Agency within the three-year period.

Figure 4: Terminology and Logic Model Framework for the Canadian Environmental Assessment Agency's 2007-2009 Sustainable Development Strategy

