

Canadian Environmental Assessment Agency

**1999-2000
Estimates**

A Report on Plans and Priorities

Approved

Minister of the Environment

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Minister's Message

Environmental assessment is a front line tool for protecting the environment that Canadians enjoy so much. By identifying possible adverse environmental effects before they occur, projects can be designed so they are compatible with a healthy environment for both present and future generations.

I am delighted with the initiatives taken by the Canadian Environmental Assessment Agency over the last year to help ensure both a strong and healthy environment and economy. For example, the Agency has:

- negotiated a Canada-wide multilateral harmonization agreement with provincial governments on improving co-operation to enhance environmental assessment activities across Canada;
- addressed legislative gaps in the *Canadian Environmental Assessment Act* (the Act) by developing a regulation to bring the new Canada Port Authorities into the federal environmental assessment regime; and
- developed a monitoring framework to measure compliance and the quality of environmental assessment.

As we approach the new millennium, the Agency will continue to provide leadership in support of sustainable development. Building upon previous accomplishments, the Agency will:

- continue to demonstrate leadership by working closely with partners, clients and stakeholders in advising them on the Act and promoting compliance;
- complete bilateral harmonization sub-agreements on environmental assessment with the provinces; and
- monitor the environmental, social and economic benefits of applying the Act, especially its contribution in achieving the goal of sustainable development.

Finally, I have asked the Agency to assist me in reviewing the provisions and operations of the Act to identify any possible improvements.

By delivering high quality environmental assessments to Canadians, the Canadian Environmental Assessment Agency continues to support and sustain our rich environmental heritage. This is why I am pleased to submit the Agency's 1999-2000 Report on Plans and Priorities to Parliament.

Christine S. Stewart



Management Representation Statement

Report on Plans and Priorities 1999-2000

I submit, for tabling in Parliament, the 1999-2000 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.

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

Name: _____

Date: _____

Sid Gershberg
President,
Canadian Environmental Assessment Agency



SECTION I: Departmental Overview

Environmental assessment (EA) is an indispensable tool for protecting and sustaining our environment, given the potential for serious and irreversible damage that can result from human activity. It provides decision makers with the information to make the most informed decisions in support of sustaining a healthy environment and economy for present and future generations.

Environmental assessment involves assessing the effects of a proposed project, policy or program on the ecosystem – the air, water, land and living organisms, including humans. Failure to consider adverse environmental effects, before carrying out an undertaking, can lead to significant degradation of the environment, higher risks to human health and increased economic costs.

Environmental assessment is now an integral part of public policy and decision making at all levels of government in Canada. This includes over 25 years of experience by the Government of Canada in integrating, at an early stage, environmental factors, public concerns and community values into the decision-making process. Through environmental assessment, the government is better able to make timely decisions concerning projects and to meet its environmental responsibilities.

A. Mandate, Mission and Vision

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 III, Table 8.1);
- multilateral and bilateral harmonization agreements with provincial governments that set out mutually agreed-upon arrangements for environmental assessment; and
- 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 Agency is also mandated to assist the Minister of the Environment in implementing the 1990 *Cabinet Directive on the Environmental Assessment of Policy and Program Proposals*, and to provide guidance to federal authorities on EA considerations and requirements in respect of proposed policies and programs.



In addition, the President of the Agency has been designated by order-in-council as the federal administrator of the environmental and social protection regimes set out in Chapters 22 and 23 of the 1975 *James Bay and Northern Quebec Agreement*, and the *North Eastern Quebec Agreement*.

MISSION AND OBJECTIVE:

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

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.

B. Roles and Responsibilities

The Agency's roles and responsibilities 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 of national standards for environmental impact assessments. These responsibilities are interrelated and designed to meet the Agency's mission and objective.

The primary responsibilities of the Agency are to:

- administer the federal environmental assessment process established by the Act and its regulations;
- provide administrative support for mediators and environmental assessment review panels;
- 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.

C. Operating Environment

Across government, momentum is building to modernize the delivery of programs and services to “get government right”. This includes delivering an ever-improving mix of services that meet the needs of Canadians, while respecting government fiscal restraints.

The context within which the federal EA process must operate has evolved rapidly. Adapting to these changes will affect how the Agency allocates resources and delivers programs. These trends include:

- Increasing demands from stakeholders to improve the quality and consistency of EA: these expectations and interests vary among different components of Canadian society and are placing conflicting pressures on the Agency. Key to responding to these issues will be the five-year review of the Act that will launch an evaluation process in consultation with many stakeholders. This review will determine whether the Act, its regulations or policies need to be adjusted to meet changing demands.
- The need to engage Canadian citizens effectively in decisions that affect them: Canadians are demanding to be involved in the process and to have access to relevant information. The challenge is to provide increased opportunities for public participation in the EA process and to use new technologies in delivering timely information to stakeholders.
- The recent and rapid evolution of understanding and acceptance of sustainable development: the establishment of the Commissioner of the Environment and Sustainable Development, as well as requirements to prepare and report on sustainable development strategies, have increased levels of accountability, both for the Agency and its federal partners.
- Increased federal-provincial co-operation, including the harmonization of EA processes: the Canadian Council of Ministers of the Environment *Canada-wide Accord on Harmonization* (www.ccme.ca) and the sub-agreement on EA are increasing pressure on the Agency to facilitate co-ordinated approaches with provincial governments through bilateral agreements.



- Government commitments toward Aboriginal comprehensive land-claim and self-government agreements that often include provisions for the creation of EA regimes: the Agency must be more involved in the negotiation processes so that a successful relationship can be established between Aboriginal and federal EA regimes, while respecting the self-government goals of the Aboriginal community.
- The complexity and profile of projects in Canada: the EA of these projects often involve competing interests of stakeholders and raise sensitive considerations including legal issues. This is leading to demands for the Agency to play an increased leadership and advisory role with involved stakeholders.
- New domestic and international commitments in areas of global environmental change, such as stratospheric ozone depletion, climate change and biodiversity preservation: these issues demand new and innovative approaches to EA and sustainable development.
- Government commitments for improved horizontal policy management: this is creating new pressures on the Agency to assist in improving the integration of sustainable development and environmental considerations into broader policy development and decision making.
- Limited resources within government: given that fiscal resources are constrained, the EA process needs to be as effective and efficient as possible. The Agency is being challenged to find new cost-effective ways of conducting EAs in the face of these fiscal constraints.

D. Financial Spending Plan

(thousands of dollars)	Forecast Spending 1998-99*	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Gross Program Spending				
Canadian Environmental Assessment Agency	10,938	13,831	13,798	13,798
	10,938	13,831	13,798	13,798
<i>Less:</i> Revenue credited to the Vote	850	(3,604)	(3,591)	(3,591)
Net Program Spending	10,088	10,227	10,207	10,207
<i>Less:</i> Revenue credited to the Consolidated Revenue Fund	19	0	0	0
<i>Plus:</i> Cost of services provided by other departments	1,220	1,182	1,200	1,219
Net Cost of the Department	11,289	11,409	11,407	11,426

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



SECTION II: Plans, Priorities and Expected Results

A. Summary of Priorities and Expected Results

The Agency reports to Parliament using one business line, which is also its corporate mission and objective statement. The table below summarizes this objective, the Agency's long-term key result commitments and the strategic priorities in support of each commitment.

Objective:

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

Key Result Commitments

To be demonstrated by:

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

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

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

Strategic Priorities

The goal is to:

1. Be recognized as a credible advocate of high-quality environmental assessment.
2. Advance the science and practice of environmental assessment.
3. Learn from experience and share results.
4. Clarify and improve environmental assessment processes with other jurisdictions and with federal partners.
5. Strengthen relationships with partners and stakeholders.
6. Improve the Agency's capacity to monitor, assess and foster compliance.
7. Address gaps in the application of the Act and other federal environmental assessment processes.

The above result commitments have been modified from those contained in the *1997-1998 Departmental Performance Report* (located at www.ceaa.gc.ca). These result commitments improve performance measures and thus provide more meaningful information to the public.



A New Strategic Direction

In the past, the Agency focused on establishing the legal framework, implementing the Act, managing the EA process, and providing training and guidance. Experience in implementing the Act also led the Agency to concentrate on improving the efficiency and predictability of the process.

However, social, economic and technological factors have changed, and continue to evolve, throughout Canada and the world. It is vital to continue to adapt the EA process if it is to remain relevant and effective. Last year the Agency embarked on a new strategic direction, influenced by the outcomes of several key performance reviews, including the Commissioner of the Environment and Sustainable Development's report, *Environmental Assessment – A Critical Tool for Sustainable Development*. Other major influences included the results of a nation-wide client-needs survey and an internal strategic review of the Agency's roles and responsibilities.

Advice and recommendations from stakeholders regarding the current and future direction of environmental assessment have been consistent and clear, leading to the adoption of the seven strategic priorities outlined earlier.

Five-Year Review – A Legislative Requirement

This new strategic direction has assisted the Agency in its preparation for a comprehensive review of the *Canadian Environmental Assessment Act* based on its first five years of application. Required to begin in January 2000, the five-year review will involve assessing the provisions and operations of the Act, and assisting the Minister of the Environment in the preparation of a report to be tabled before Parliament by January 2001. This report may include recommendations for changes to the existing legislation regulations and policies.

The phases and timing of the review are as follows:

<i>Phase</i>	<i>Timeline</i>
1) gather information and identify issues/options	fall 1998 to fall 1999
2) release discussion documents and launch consultations	January 2000
3) submit final report to Parliament	January 2001



B. Program and Business Line Plans

The seven strategic priorities and major plans and activities of the Agency are discussed below. They are organized by long-term key result commitments to demonstrate to Canadians how the Agency intends to achieve these results. In addition, a summary of the goals, activities and deliverables related to the Sustainable Development Strategy is located on page 21.

RESULT COMMITMENT:

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

Strategic priorities for this result commitment are to:

- be recognized as a credible advocate of high-quality environmental assessment;
- advance the science and practice of environmental assessment; and
- learn from experience and share results.

PRIORITY 1: *Be recognized as a credible advocate of high quality environmental assessment.*

Advocacy is crucial in today's business, and will be even more so in the future. It is central to the Agency's leadership role in the federal EA process. In order to be an effective advocate of good environmental management, stakeholders and Canadians need to have faith in a system that is relevant to their needs and is based on sound practices. As an advocate of good EA, the Agency provides relevant and timely advice, guidance, training and recommendations to those that are ultimately responsible for making decisions. These decisions must consider public values and support the objective of sustaining the environment.

Good environmental management means conducting an EA that reflects good practice 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 EAs that are broad enough to cover all potential environmental effects.

The commitment to advocate high-quality EA is placing pressure on the science and policy capacities of the Agency as well as on its overall management of the process. Key to success will be the Agency's ability to convince decision makers of the value of good EA in terms of its long-term positive consequences on the health of the environment.



To achieve this priority, the Agency plans the following action:

- Promote the conduct of high-quality EA to practitioners and stakeholders through effective communications strategies.
- Enhance opportunities for the public to participate in the environmental assessment process. Revised procedures and guidelines for the Participant Funding Program, to be released by the fall of 1999, will improve the efficiency and effectiveness of the Program.
- Establish a stronger communications capacity. This includes addressing an increasing variety of client demands, promoting the products and services that are available, particularly advisory expertise, and marketing the successes of EA.
- Provide continued procedural and project-specific EA advice, guidance materials and training to other federal departments in support of their responsibilities and improve the conduct of EA at the federal level.
- Develop a consultative document on the implementation of the Act and options for improvement. This will involve extensive consultations with stakeholders, including provinces and federal departments and agencies, in the planning and execution of the review.
- Develop and implement an environmental management system (EMS) for the Agency's day-to-day operations.

Measures of success within the planning period include:

- an increase in the level of advice and information services provided to clients;
- increased and more effective opportunities for the public to participate in the EA process;
- the production of panel and comprehensive study reports and recommendations within timelines prescribed by the *Ministerial Guideline on Panel Review Procedures* and the *Guide to the Preparation of a Comprehensive Study*;
- increased incorporation of panel and comprehensive study recommendations into federal decision making;
- incorporation of stakeholder and public views into issues to be examined in the context of the five-year review;
- various promotional materials on EA delivered to a wide target audience;
- release of a consultation paper by January 2000; and
- increased Agency waste and paper recycling from 40 to 75 percent of volume.

**PRIORITY 2: *Advance the science and practice of environmental assessment.***

The Agency's capacity for leadership will be limited unless it is working at the leading edge of EA, and is seen to be doing so by 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, in order to be a credible advocate for EA and an effective liaison between the federal government and stakeholders.

As governments downsize and privatize programs and services, it will be essential for the Agency to develop innovative approaches to EA and engage other resources within and outside of government that improve the science and practice of EA. This will, in turn, assist in attaining sustainable development.

To achieve this priority, the Agency plans the following action:

- Support the development and implementation of class screening models for the EA of similar projects.
- Support the continuing development of a National Standard for Environmental Assessment by the Canadian Standards Association (CSA). This standard will outline generic EA requirements for all sizes and types of projects.
- Implement a research and development agenda that contributes to high-quality EAs.
- Implement an action plan to guide the integration of traditional ecological knowledge (TEK) into the federal EA process. This includes undertaking broad consultations, leading to the development of a TEK policy and guide.
- Assume a leadership role in the development and use of alternative dispute resolution mechanisms (such as mediation) in EAs across Canada.
- Strengthen its science and knowledge capacities of EA through strategic staffing and nurturing of partnerships both inside and outside the public sector.

Measures of success within the planning period include:

- increased efficiency and effectiveness of environmental assessments in Canada through year-over-year improvements in quality, timelines and reduced costs;
- an increase in the number of class screening models declared under the Act;
- the publication of a national EA standard;
- improved knowledge and use of alternative dispute resolution (ADR) mechanisms with respect to EA issues in the federal government; and
- improved incorporation of traditional Aboriginal views and interests in federal EAs.

**PRIORITY 3: *Learn from experience and share results.***

There are many benefits to utilizing past experience gained from conducting EAs. Evaluating the results of previous review panels and other assessments greatly assists the Agency and other stakeholders in determining appropriate policy directions for the future. Governments and private sector proponents are keenly interested in the environmental and economic benefits of EA, given that they absorb the majority of the costs. Only through effective demonstration of the long-term environmental and economic benefits of good environmental management will decision makers consider the process seriously.

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 EA helps to strengthen public confidence, and maintain valuable public participation. To learn from experience and to share 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. This provides opportunities to communicate the vision and knowledge with others pursuing similar objectives.

To achieve this priority, the Agency plans the following action:

- Measure and communicate the benefits and costs of EA on the environment and the economy, as well as EA's contribution to better project planning and sustainable development. Effort will also focus on determining potential competitive effects on industry and the cost-effective manner in which EA is carried out.
- Compile and disseminate best-practice information and other authoritative studies on subjects such as project-related follow-up and cumulative environmental effects.
- Continue investing in information management systems and technologies, such as the Web site (<http://www.ceaa.gc.ca>) and the Federal Environmental Assessment Index (FEAI). These investments will provide additional means to communicate and exchange information with stakeholders and the public.

***Measures of success within the planning period include:***

- increased efficiency and effectiveness of environmental assessments in Canada through year-over-year improvements in quality, timelines and reduced costs;
- increased client awareness and demand for Agency products and services;
- development of a marketing strategy designed to raise awareness and benefits of EA;
- increased stakeholder participation in the development and delivery of new products and services;
- improved Agency understanding of the Act's implications on industry, and its long-term contribution to sustainable development;
- year-over-year improvement in compliance and timing of data entry into the FEAI by federal authorities; and
- client satisfaction with availability and relevancy of EA information.

RESULT COMMITMENT:

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

Strategic priorities for this result commitment are to:

- clarify and improve environmental assessment processes with other jurisdictions and with federal partners; and
- strengthen relationships with partners and stakeholders.

PRIORITY 4: *Clarify and improve environmental assessment processes with other jurisdictions and with federal partners.*

All federal, provincial and First Nation jurisdictions in Canada administer some form of EA regime. The application of these regimes to a single project requires harmonization so they become more efficient for proponents, the public and practitioners. Conducting a single EA avoids duplication, increases certainty and reduces costs and delays. A priority for the Agency will be to continue pressing for greater efficiencies and streamlining of the EA process, and to seek co-operative processes wherever possible. As well, ongoing co-operative relations with Aboriginal communities remain crucial, since their emerging EA processes under self-government and land-claim 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.

To achieve this priority, the Agency plans the following action:

- Conclude bilateral EA harmonization agreements with Alberta, Ontario, Manitoba and Saskatchewan, and initiate discussions with other provinces.
- Support federal negotiators addressing environmental management issues in pursuit of Aboriginal land-claim 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.
- Continue to develop EA substitution agreements with federal agencies, such as the National Energy Board, and with Aboriginal land-claim authorities, such as the Inuvialuit Environmental Impact Review Board.
- Work with 14 First Nations and Indian and Northern Affairs Canada to develop EA regimes under the *First Nations Land Management Act*.
- Develop the full potential of international links and agreements. The majority of effort will focus on concluding an EA transboundary agreement with Mexico and the United States under the *North American Agreement on Environmental Cooperation*.

Measures of success within the planning period include:

- bilateral harmonization agreements signed with Alberta, Ontario, Manitoba and Saskatchewan by March 2000;
- single assessments undertaken for projects subject to a federal EA and a provincial and/or Aboriginal EA regime;
- earlier and clearer identification for practitioners and proponents of their roles and responsibilities;
- formalized notification and participation procedures for the assessment of projects with potential international transboundary effects;
- improved efficiency, effectiveness, transparency and certainty in conducting co-operative EAs with other jurisdictions; and
- strong EA provisions incorporated into each concluded land-claim and self-government agreement.

**PRIORITY 5: *Strengthen relationships with partners and stakeholders.***

Another key to success lies in the strength of working relationships with Agency partners both inside and outside government. Effective advice and influence are becoming more a product of value-added service and less a function of mandate fulfillment. By understanding, fostering and enriching relationships, the Agency can reap the benefits of improved environmental management and advanced federal interest in good EA.

Implementation of the Act encompasses a vast segment of Canadian society including various levels of government, industries, environmental groups, and most importantly, the general public. It is therefore key to build productive and co-operative relations with these segments, in order to conduct an effective review of the provisions and operations of the Act, and to implement any possible improvements.

To achieve this priority, the Agency plans the following action:

- Build on the past successes of regional offices as key points of interaction with stakeholders. The Quebec office has been relocated from Hull to Quebec City, and all regional offices will have expanded capacities to deliver effective and credible information, guidance and advice to stakeholders. Expanded capacities will also provide essential “front line” support for harmonization initiatives and sustainable development.
- Foster new relationships and strengthen existing ones in order to establish common goals and enhance opportunities for the public to participate. One key forum for consulting on regulatory and policy development issues is the Regulatory Advisory Committee which consists of government, industry, Aboriginal and environmental non-government organizations (ENGO).
- Expand federal, provincial, private, academic and ENGO information exchanges through the Web site, Federal Environmental Assessment Index and other information holdings.

Measures of success within the planning period include:

- improved co-ordination among private and public sectors through the proactive involvement of regional offices;
- faster determination of a requirement to conduct an EA by departments after receipt of a project description, leading to triggering an EA earlier in the process; and
- increased stakeholder participation in the development and delivery of new products and services.

**RESULT COMMITMENT:**

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

Strategic priorities for this result commitment are to:

- improve the Agency's capacity to monitor, assess and foster compliance; and
- address gaps in the application of the *Canadian Environmental Assessment Act* and other federal environmental assessment processes.

PRIORITY 6: *Improve the Agency's capacity to monitor, assess and foster compliance.*

Government compliance with EA processes is an increasingly prominent issue. The Commissioner for the Environment and Sustainable Development has raised concerns regarding compliance and recommended the Agency take a leadership role in improving it. Although the Act does not explicitly contain enforcement provisions, a priority for the Agency will be to evaluate how other departments understand their EA responsibilities and to play a more forceful advocacy role in encouraging both compliance and good EA practice.

Consistent and predictable interpretation of responsibilities under the Act, both by other federal departments and by proponents, is extremely important to stakeholders. Environmental considerations can be enhanced when practitioners have proper guidance tools at their disposal. As federal EA processes become more entrenched in everyday decision making, stakeholders demand more specialized guidance for their unique situations, and they want this information from a known and trusted source. The Agency needs to address this issue through a more sustained and directed education and training initiative.

To achieve this priority, the Agency plans the following action:

- Assess the effectiveness of a framework designed and implemented with other federal departments to monitor compliance with the Act. Once the evaluation has been completed, the scope of the framework will be expanded to include all federal departments and agencies.
- Finalize a compliance policy that outlines promotion, education, and guidance measures to foster compliance.



- Lead an interdepartmental forum on establishing a long-term co-ordinated approach to training and guidance on the application of the Act that meets the evolving needs of all stakeholders.
- Conduct nation-wide training and awareness programs. This includes training sessions to practitioners and managers on federal EA processes and on key substantive issues such as cumulative effects assessment, mediation and comprehensive studies.
- Continue developing guidance materials that are targeted to assist practitioners in carrying out effective EAs.

Measures of success within the planning period include:

- improved federal authority compliance with the requirements of the Act as determined by the Agency's compliance monitoring program;
- improved quality of EAs as determined by the Agency's compliance monitoring program;
- increased client satisfaction with the quality, timing and relevancy of basic and advanced training and guidance materials;
- delivery of major guidance tools by the end of 1999-2000 including: *Cumulative Effects Assessment Practitioners Guide, Guidelines for the Preparation of Project Descriptions, Guide to the Information Requirements for Federal Environmental Assessments on Mining Projects in Canada*, and an update to the training module on *Environmental Assessment of Policies, Programmes and Plans*; and
- improved stakeholder understanding of the Act, and of the policies and positions of the Agency.

PRIORITY 7: *Address gaps in the application of the Canadian Environmental Assessment Act and other federal environmental assessment processes.*

Since the Act came into force in 1995, a number of gaps have been identified in its application. For example, many federal organizations, particularly Crown corporations, are not required to conduct EAs of their own activities. An Agency priority has been the enhancement of the regulatory regime to broaden the range of activities to be assessed. This effort evolved from extensive, nation-wide public consultations and continued input from various partners, such as the multi-stakeholder Regulatory Advisory Committee.

There is also a need to strengthen the application of EA for federal policy and program proposals (known as "Policy EA"). When conducted properly, Policy EA is an investment in good decision making, as it allows for the identification of broad, long-term environmental effects of federal policy and program proposals at the earliest possible stage.



By expanding the range of activities that are assessed, the application of the Act and other federal EA processes can become more transparent, predictable and consistent.

To achieve this priority, the Agency plans the following action:

- Work with organizations, such as Airport Authorities and other Crown corporations to develop appropriate EA requirements for projects.
- Broaden the range of physical activities that may have potential environmental effects to be assessed under the *Inclusion List Regulations*.
- Work with other federal departments to identify the environmental effects of proposed initiatives under the National Implementation Strategy on Climate Change.
- Work with other federal departments to develop a consistent approach in preparing EAs for policy and program proposals. This includes the implementation of an action plan that will focus on promotion, training, research, information exchanges and strengthening ties with federal policy development processes.
- Develop and implement a project-related follow-up program that assists other federal departments in determining the quality of EAs and in assessing the extent and success of measures undertaken in mitigating any adverse environmental effects.
- Work with other federal departments to develop a process for conducting EAs of federally funded projects on reserve lands.

Measures of success within the planning period include:

- formal EA regimes developed and implemented for Airport Authorities that take into consideration their unique competitive circumstances;
- enhanced consistency, accountability and transparency in the EA of Crown corporation projects;
- consistent application of follow-up procedures;
- improved linkage between climate change strategies, sustainable development initiatives and the use of Policy EA tools; and
- improved delivery of federal EAs on First Nation lands.



C. Human Resource Management

More than ever before, the Agency is aware of the effect which human resource management has had on its ability to achieve corporate objectives. The Agency recognizes that its most valued resource is its own workforce. This has been echoed in the 6th Annual Report of the Clerk of the Privy Council, which stressed that one of the priorities for the public service was to “Put People First”. Without a strong human resource capacity, and the right mix and level of skills, delivering results to Canadians will be difficult. That is why the Agency is committed to acquiring and developing appropriate skills to achieve its objectives, while maintaining a productive and motivated work force which is representative of the Canadian population.

The Agency has moved past the organizational stabilization stage. Human resource management priorities are now focused on becoming a continuous learning organization, for the benefit of all stakeholders; creating effective leadership at all levels, in support of all strategic priorities; and building capacities through exchanges with partners to advance the science and practice of EA.

With these priorities in mind, the Agency will focus on the following corporate renewal initiatives:

- establishing performance-based senior management accountability frameworks that link results to prior commitments;
- assisting employees in career management and growth, including an awards and recognition program;
- staffing strategically in support of the Agency’s priorities, including the use of corporate development initiatives such as the Career Assignment Program (CAP), Management Trainee Program (MTP) and the Accelerated Economist Trainee Program (AETP);
- developing training and guidance programs, including Official Languages, to aid in the delivery of services to stakeholders; and
- analyzing staff demographics and conducting succession planning and forecasting to maintain momentum in delivering performance.

The Agency will also contribute to other major public service renewal initiatives such as the Universal Classification Standard, staffing reform and an organizational health survey.



D. Consolidated Reporting

1. Legislative and Regulatory Initiatives

The following outlines the Agency's major or significant regulatory initiatives scheduled for implementation during the planning period (1999-2002):

Legislative Acts and Regulations	Expected Results
<p><i>Environmental Assessment Review Panel Service Charges Order – Phase II</i></p> <p>Other federal department direct costs for conducting EA review panels and comprehensive studies will be recovered from private sector project proponents. All cost recovery schedules will be negotiated in an open and transparent process through a memorandum of understanding with proponents. Phase I, which includes the Agency's direct panel review costs, received Governor in Council approval on August 26, 1998.</p>	<ul style="list-style-type: none"> • A transfer of a portion of the costs to conduct review panels from the general taxpayer to those who benefit directly from government services. • Added discipline in the federal EA system and more certainty for industry and the public as participants. • A more efficient EA process as a decision-making tool without sacrificing its integrity and effectiveness.
<p><i>Canada Port Authority Environmental Assessment Regulations</i></p> <p>Currently, Port Corporations and Harbour Commissions (soon to be known as Canada Port Authorities, or CPAs) are not always required to conduct an EA of a project under the <i>Canadian Environmental Assessment Act</i>. The purpose of these regulations is to establish a consistent process for the conduct of EAs for CPA projects, using three levels of assessments: screening, comprehensive study and panel review. These regulations extend the principle of self-assessment for CPA projects to the comprehensive study process. These regulations have also been drafted with the commercial and competitive circumstances of the CPAs in mind, along with the diversity of activities and responsibilities. Draft regulations were published in the <i>Canada Gazette, Part I</i> on January 2, 1999.</p>	<ul style="list-style-type: none"> • More consistency in the assessment of projects that have a potential for significant environmental effects. • Enhanced accountability in the environmental management of projects. • Increased transparency in the assessment of projects and greater opportunities for public involvement.
<p><i>Private Operations Occurring on Federal Lands Regulations</i></p> <p>A requirement to introduce rules for private entities operating on federally-leased lands (e.g. local airport authorities) has been identified in response to evolving government reorganization.</p>	<ul style="list-style-type: none"> • Consistent, transparent and accountable assessments of private sector projects that have a potential for significant environmental effects on federal lands.



Legislative and Regulatory Initiatives (continued)

Legislative Acts and Regulations	Expected Results
<i>Inclusion List Regulations – Part II</i>	
In response to stakeholder consultations, the number of physical activities to be assessed will be expanded under the existing <i>Inclusion List Regulations</i> . These additional activities have the potential for significant environmental effects that cannot be routinely mitigated.	<ul style="list-style-type: none"> • More consistency in the assessment of activities that have a potential for significant environmental effects. • Increased avoidance of environmental damage caused by physical activities.

2. Sustainable Development Strategy

The following table summarizes the strategies to be undertaken during the planning period in support of sustainable development. It provides an update to the sustainable development goals presented to Parliament in December 1997 and a linkage to the strategic priorities presented earlier in this document.

Sustainable Development Goals	Activities to Reach Goals	Planned Deliverables
Goal 1: Promote use of high quality EA as a tool to implement sustainable development.	Promote project EA as a mechanism to support sustainable development	<p>Finalize and distribute a guide for considering climate change issues in project EA.</p> <p>Finalize and distribute a guide for considering cumulative effects assessment in project EA.</p>
	Promote the strategic EA of policies, plans and programs as a mechanism to foster sustainable development.	<p>Work with other federal departments to develop a consistent approach in preparing EAs for policy and program proposals.</p> <p>Implement an action plan that focuses on promotion, training, research, information exchanges and strengthening ties with federal policy-development processes.</p> <p>Partner with other departments and academics to promote Policy EA as an instrument of sustainable policy development.</p>

**Sustainable Development Strategy (continued)**

Sustainable Development Goals	Activities to Reach Goals	Planned Deliverables
Goal 2: Promote the general with other departments and jurisdictions.	Improve awareness and understanding of the Act and its application.	Conduct training sessions on the Act across Canada to all levels of EA use government, the private sector, environmental organizations and the public. Provide procedural advice and guidance on the Act to practitioners, to other federal departments and to federal negotiators involved in Aboriginal land-claim or self-government negotiations.
	Harmonize the application of the Act with other jurisdictions.	Conclude bilateral EA harmonization agreements with Alberta, Ontario, Manitoba and Saskatchewan, and initiate discussions with other provinces. Work with organizations, such as the Canada Port Authorities and Airport Authorities, to develop appropriate EA requirements for projects. Conclude an international EA transboundary agreement with Mexico and the United States.
Goal 3: Refine and improve the science and practice of EA.	Initiate innovative approaches to EA.	Support the development and implementation of class screening models for the EA of similar projects. Support the continuing development of a National Standard for Environmental Assessment by the Canadian Standards Association (CSA). Implement an action plan to guide the integration of traditional ecological knowledge into the federal EA process. Assume a leadership role in the development and use of alternative dispute resolution mechanisms (such as mediation) in EAs across Canada.
	Conduct and support research and development to improve the understanding of EA.	Develop and implement a research and development agenda. Share results of research with departments, academics, the public and other stakeholders.



Sustainable Development Strategy (continued)

Sustainable Development Goals	Activities to Reach Goals	Planned Deliverables
<p>Goal 4: Increase public awareness of EA and its effects on sustainable development.</p>	<p>Promote Agency products and services and encourage partners to become more involved in the development of new products and services.</p> <p>Enhance opportunities for the public to participate in the EA process.</p>	<p>Work with consultation bodies such as the Regulatory Advisory Committee and the Senior Management Committee on Environmental Assessment.</p> <p>Establish a stronger communications capacity including a strategic marketing campaign and documented success stories on EA.</p> <p>Revise the procedures and guidelines for the Participant Funding Program by the fall of 1999, to improve the efficiency and effectiveness of public participation.</p>
<p>Goal 5: Increase the Agency's environmentally sustainable practices.</p>	<p>Approve and implement an ISO 14001-based Environmental Management System.</p> <p>Improve environmental performance and minimize the effect of day-to-day operations on the environment.</p>	<p>Adopt an environmental policy and develop an environmental management plan to introduce measures that reduce solid waste, increase "green" procurement and maximize energy efficiency.</p> <p>Implement a comprehensive paper and waste management program that increases recycling from 40 to 75 percent of volume.</p> <p>Maintain a high level of employee support and participation through communication initiatives and training.</p> <p>Conduct annual waste audits to monitor progress of the Agency's waste management program.</p>



3. Year 2000 Initiatives

The Agency contracts with Environment Canada (EC) for part of its information technology services. An existing Service Level Agreement includes provisions for assessment, risk analysis and testing to ensure Year 2000 compliance for all Agency systems, equipment and infrastructure. In addition, the Agency's Director General of Corporate Services is part of EC's Year 2000 Senior Managers Steering Committee.

During 1998, most of the Year 2000 action plans were completed. This included risk assessment, validation, testing, system renovation and implementation. Further validation and testing will be finalized by the end of the 1998-1999 fiscal year. Testing of the Federal Environmental Assessment Index by Environment Canada will be completed by the summer of 1999.

The Agency also has two systems, a Publication Manager and a Library Records System, that are currently maintained on data bases separate from EC's servers. Once migration to EC data-base servers has been completed, by the spring of 1999, Year 2000 testing will begin. In addition, a time-keeping system used by the Agency's legal services unit is not Year 2000 compliant. Justice Canada, however, will provide an upgrade before the 1999-2000 fiscal year.



SECTION III: Supplementary Information

Spending Authorities

Table 1: Spending Authorities (*Extract from the Ministry Summary table in Main Estimates – Part II*)

Personnel Information

Table 2.1: Organizational Structure

Table 2.2: Planned Full Time Equivalentents (FTEs) by Program

Additional Financial Information

Table 3: Departmental Summary of Standard Objects of Expenditure

Table 4: Program Resources by Program for the Estimates Year

Table 5: Transfer Payments by Program

Table 6: Program Revenues

Table 7: Net Cost of Program for the Estimates Year

Other Information

Table 8.1: Administered Statutes and Regulations Currently in Force

Table 8.2: Proposed Regulatory Initiatives

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**Table 1: Spending Authorities (Extract from the Ministry Summary table in Main Estimates – Part II)**

Vote	(thousands of dollars)	1999-2000 Main Estimates	1998-1999 Main Estimates
Canadian Environmental Assessment Agency			
15	Program expenditures	9,364	7,254
(S)	Contributions to employee benefit plans	863	886
	Total Agency	10,227	8,140

Explanation of Change

The \$2.1 million net increase 1999-2000 over 1998-1999 Main Estimates is due mainly to:

Increases

- \$2.0 million to offset increased price and workload pressures;
- \$145,000 to fund non-cost-recoverable environmental assessment review panels.

Decreases

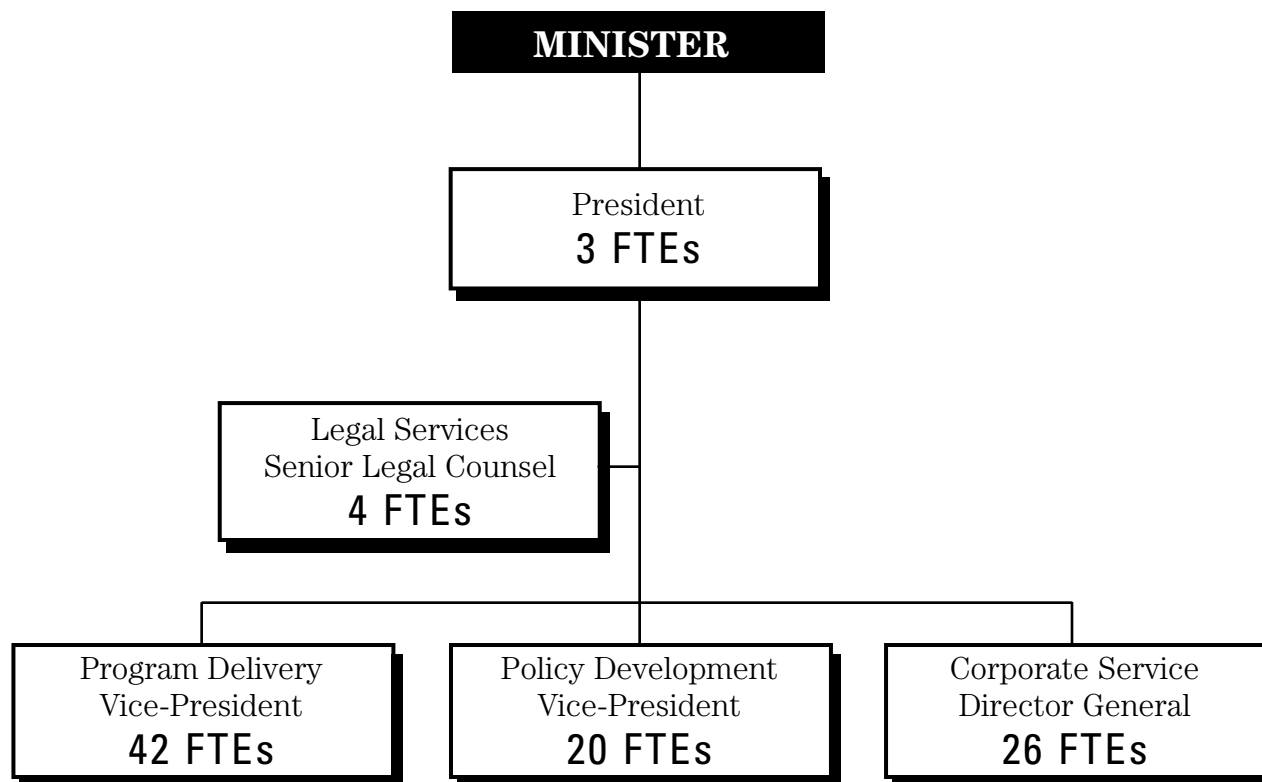
- \$23,000 adjustment to the employee benefit contribution ratio.

Vote – Wording and Amounts

Vote	(dollars)	1999-2000 Main Estimates
15	Canadian Environmental Assessment Agency – Program expenditures, contributions and authority to expend revenues received during the fiscal year arising from the provision of environmental assessment services, including the conduct of review panels, comprehensive studies and mediations, and training and information publications by the Canadian Environmental Assessment Agency.	9,364,000


Table 2.1: Organizational Structure

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


Table 2.2: Planned Full Time Equivalent (FTEs) by Program

	Forecast 1998-99	Planned 1999-00	Planned 2000-01	Planned 2001-02
Canadian Environmental Assessment Agency	85	95	95	95
Total	85	95	95	95

**Table 3: Departmental Summary of Standard Objects of Expenditure**

(thousands of dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Personnel				
Salaries and wages	4,908	4,317	4,320	4,320
Contributions to employee benefit plans	886	863	864	864
	5,794	5,180	5,184	5,184
Goods and Services				
Transportation and communications	934	1,624	1,624	1,624
Information	166	290	290	290
Professional and special services	3,281	5,701	5,664	5,664
Rentals	162	283	283	283
Purchased repair and upkeep	4	7	7	7
Utilities, material and supplies	203	354	354	354
Other expenditures	0	0	0	0
Minor capital	174	297	297	297
	4,924	8,556	8,519	8,519
	220	95	95	95
Transfer Payments				
Gross Expenditures	10,938	13,831	13,798	13,798
<i>Less:</i>				
Revenues credited to the Vote	(850)	(3,604)	(3,591)	(3,591)
Revenues credited to the CRF	(19)	0	0	0
Net Budgetary Expenditures	10,069	10,227	10,207	10,207

Table 4: Program Resources by Program for the Estimates Year

(thousands of dollars)	Budgetary					
	FTEs	Operating	Transfer Payments	Gross Voted	Less: Revenue Credited to the Vote	Net Planned Spending
Canadian Environmental Assessment Agency	95	13,736	95	13,831	3,604	10,227
	95	13,736	95	13,831	3,604	10,227

**Table 5: Transfer Payments by Program**

(thousands of dollars)	Forecast Spending 1998-99	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02
Contributions				
Contributions to assist public participation in environmental assessment reviews	125	0	0	0
Contribution to the Province of Quebec – James Bay and Northern Quebec Agreement	95	95	95	95
Total Transfer Payments	220	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. By end of February 1999, no new review panels had been referred; therefore, the above table does not reflect any *planned spending* for the upcoming fiscal year.

Table 6: Program Revenues

(thousands of dollars)	Forecast Revenue 1998-99	Planned Revenue 1999-00	Planned Revenue 2000-01	Planned Revenue 2001-02
Revenues credited to the Vote				
Cost recovery for environmental assessment services	753	3,500	3,500	3,500
Cost recovery for publications, training and education materials (federal)	61	50	47	47
Cost recovery for publications, training and education materials (external)	36	54	44	44
Total credited to the Vote	850	3,604	3,591	3,591
Revenues credited to the Consolidated Revenue Fund (CRF)				
Cost recovery for environmental assessment services	19	0	0	0
Total credited to the CRF	19	0	0	0
Total Program Revenues	869	3,604	3,591	3,591

Note: The \$3.5 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 7: Net Cost of Program for the Estimates Year**

(thousands of dollars)	Canadian Environmental Assessment Agency
Gross Planned Spending	13,831.0
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	635.1
Contributions covering employees' share of insurance premiums and costs paid by TBS	237.4
Worker's compensation coverage provided by Human Resources Canada	0.0
Salary and associated costs of legal services provided by Justice Canada	309.4
Total Cost of Program	15,012.9
<i>Less:</i>	
Revenue credited to the Vote	3,604.0
Revenue credited to the CRF	0.0
Net Cost of Program for 1999-2000	11,408.9
Net Cost of Program for 1998-1999	10,504.6


Table 8.1: 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)

Table 8.2: Proposed Regulatory Initiatives

Regulations	In 1999-2000, the Agency plans to:
<i>Environmental Assessment Review Panel Service Charges Order Phase II*</i>	<ul style="list-style-type: none"> publish regulations in <i>Canada Gazette, Part I</i> by the fall of 1999
<i>Canada Port Authority Environmental Assessment Regulations*</i>	<ul style="list-style-type: none"> publish regulations in <i>Canada Gazette, Part II</i> in spring of 1999
<i>Private Operations Occurring on Federal Lands*</i>	<ul style="list-style-type: none"> publish regulations in <i>Canada Gazette, Part I</i> by December 1999
<i>Inclusion List Regulation – Part II</i>	<ul style="list-style-type: none"> publish amendments in <i>Canada Gazette, Part II</i> by summer of 1999
Minor modifications to the existing <i>Inclusion List, Exclusion List, Comprehensive Study List and Law List Regulations</i>	<ul style="list-style-type: none"> publish minor amendments to four key regulations listed in <i>Canada Gazette, Part II</i> by summer of 1999

* Further details of this major regulatory initiative can be found in Section II – Chart on Legislative and Regulatory Initiatives (Page 20).



Table 9: References and Agency Web Site

Canadian Environmental Assessment Agency – Headquarters

200 Sacré-Coeur Boulevard
Hull, Quebec
K1A 0H3

Internet Address:

<http://www.ceaa.gc.ca>

Information Services

Tel.: (819) 994-2578
Fax.: (819) 953-2891
E-mail: info@ceaa.gc.ca

Federal Environmental Assessment Index**Web site:**

http://www.ceaa.gc.ca/registry/registry_e.htm

E-mail: index@ceaa.gc.ca

Communications – Media Relations

Tel.: (819) 997-2212
Fax.: (819) 953-2891
E-mail: gordon.harris@ceaa.gc.ca

Regional Offices

Pacific and Northern Region

757 West Hastings Street, Suite 320
Sinclair Centre
Vancouver, British Columbia
V6C 1A1
Tel.: (604) 666-2431
Fax.: (604) 666-6990
E-mail: CEAA.Pacific@ceaa.gc.ca

Alberta Region

Suite 100, Revillon Building
10237 - 104 Street N.W.
Edmonton, Alberta
T5J 1B1
Tel.: (780) 422-1410
Fax.: (780) 422-6202
E-mail: CEAA.Alberta@ceaa.gc.ca

Prairie Region

Suite 263, The Federal Building
123 Main Street
Winnipeg, Manitoba
R3C 4W2
Tel.: (204) 983-5127
Fax.: (204) 983-7174
E-mail: CEAA.Prairies@ceaa.gc.ca

Atlantic Region

Suite 1030, TD Centre
1791 Barrington Street
Halifax, Nova Scotia
B3J 3L1
Tel.: (902) 426-0564
Fax.: (902) 426-6550
E-mail: CEAA.Atlantic@ceaa.gc.ca

Quebec Region

Suite 105, 1st Floor
1141 Rue de l'Église
Sainte-Foy, Quebec
G1V 4W5
Tel.: (418) 649-6444
Fax.: (418) 649-6443
E-mail: CEAA.Quebec@ceaa.gc.ca

Ontario Region

13th Floor, Fontaine Building
200 Sacré-Coeur Boulevard
Hull, Quebec
K1A 0H3
Tel.: (819) 997-2244
Fax.: (819) 994-1469
E-mail: CEAA.Ontario@ceaa.gc.ca



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