



Canadian Environmental Assessment Agency

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

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

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

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

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

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

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

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Canadian Environmental Assessment Agency



Approved

Minister of the Environment

**2002–2003
ESTIMATES**

**REPORT ON
PLANS AND
PRIORITIES**

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SECTION I
MESSAGES

MINISTER'S MESSAGE

I am pleased to present the Canadian Environmental Assessment Agency's (Agency) *2002–2003 Report on Plans and Priorities*. This report outlines the Agency's key plans, priorities and expected results for 2002–2003.

A clean and healthy environment is essential to our health and to that of future generations. It also helps build a strong economy and vibrant Canadian communities. To this end, federal departments and agencies undertake, on average, 5,500 to 6,000 environmental assessments annually. Environmental assessment is a planning tool that allows decision makers to identify the effects of projects on the environment before they are undertaken.

Sustainable development is a fundamental aspect of the Agency's Mission. The Agency's contribution to sustainable development can best be measured by the performance of federal departments and agencies, which base their decisions on the assessments they conduct as required by the *Canadian Environmental Assessment Act* (Act). As a planning and decision-making tool, the Act helps to achieve this goal through the promotion of sound economic development that conserves and enhances the natural environment.

As described in the *2001-2002 Report on Plans and Priorities*, the Agency is in a period of transition. On March 20, 2001, I concluded the Review of the Act by tabling in Parliament the report *Strengthening Environmental Assessment for Canadians* and Bill C-19, *An Act to Amend the Canadian Environmental Assessment Act*. Over the next year, the Agency will support me in my efforts to have Bill C-19 passed by Parliament and will prepare for implementing the proposed changes to the Act.

During this period of transition, the Agency will continue to provide Canadians with high-quality environmental assessments that contribute to informed decision making in support of sustainable development.

It gives me great pleasure to submit the Agency's *2002–2003 Report on Plans and Priorities*.

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

MANAGEMENT REPRESENTATION STATEMENT

2002–2003 Report on Plans and Priorities

I submit, for tabling in Parliament, the *2002–2003 Report on Plans and Priorities* for the Canadian Environmental Assessment Agency.

To the best of my knowledge, the information:

- accurately portrays the Canadian Environmental Assessment Agency's plans and priorities;
- is consistent with the reporting principles contained in the *Guide to the Preparation of the 2002–2003 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 production of the *2002–2003 Report on Plans and Priorities*.

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

Sid Gershberg
President
Canadian Environmental Assessment Agency



SECTION II

OVERVIEW

WHAT'S NEW

Review of the *Canadian Environmental Assessment Act*

On March 20, 2001, the Minister of the Environment concluded the Review of the Act by tabling in Parliament his report, *Strengthening Environmental Assessment for Canadians*, and Bill C-19, *An Act to Amend the Canadian Environmental Assessment Act*.

The Minister proposes three goals for a strengthened process:

- achieve a more certain, predictable and timely process;
- improve the quality of environmental assessments; and
- provide for more meaningful public participation.

Bill C-19 passed second reading in the House of Commons on June 4, 2001, and hearings before the Standing Committee on Environment and Sustainable Development began in December 2001. During the planning period, the Agency will support the Minister's efforts to have Bill C-19 enacted by Parliament.

The government has committed incremental funding of \$51.2 million over five years and \$8 million per year afterwards to implement the strengthened environmental assessment process proposed in Bill C-19. If, as currently anticipated, the Bill receives royal assent during the 2002–2003 fiscal year, \$13.1 million will be provided to 20 departments, agencies and boards so that steps may be taken to quickly bring the new provisions into force.

Proposed incremental funding for the Canadian Environmental Assessment Agency (Agency) of \$4.868 million in 2002–2003 would go toward hiring and training 27 FTEs* as well as operating costs. This would significantly enhance the Agency's regional capacity and support fulfillment of new responsibilities for:

- coordinating multi-jurisdictional assessments and comprehensive studies;
- establishing the Canadian Environmental Assessment Registry of project information that would be accessible through the Internet;
- leading the Quality Assurance Program;
- assisting parties in building consensus and resolving disputes; and
- expanding the participant funding program to projects assessed through a comprehensive study.

* Full-time equivalent (FTE) is a measure of human resource usage based on average levels of employment.

The Agency will also provide training and guidance on the revised process to other government departments, industry proponents and provincial officials involved in cooperative multi-jurisdictional assessments. New class screening reports will also be developed to take advantage of new provisions that would allow class screenings to serve as a replacement for screening-level assessments of certain small routine projects.

Strategic Outcomes

The Agency's plans and priorities are organized by Strategic Outcomes – the long-term enduring benefits to Canadians derived from the Agency's Mission. Strategic Outcomes are equivalent to 'business line objectives' and 'key results commitments' used in the Agency's previous Reports on Plans and Priorities. The Strategic Outcomes are the primary means of discussing future plans and priorities. They allow the Agency to more readily explain the benefits it seeks to provide Canadians.

Under each Strategic Outcome, there are two or three supporting Intermediate Outcomes. These contain the individual plans and priorities for delivering the intended results to Canadians. The Agency's Intermediate Outcomes are equivalent to 'strategic priorities' that were used in previous Reports on Plans and Priorities.

Progress on the Strategic Outcomes will be reported in future Departmental Performance Reports.

Sustainable Development Strategy

The Agency's Sustainable Development Strategy for 2001–2003, *Environmental Assessment: A Critical Tool for Sustainable Development*, focuses on:

- expanding knowledge and understanding of environmental assessment, both within and outside government;
- building effective relationships with partners; and
- strengthening the Agency's capacity to deliver its products and services.

The Strategy is integral to the work of the Agency and shares the Intermediate Outcomes under the three Strategic Outcomes. Thus, this Report on Plans and Priorities outlines much of what is being done to implement the Agency's Sustainable Development Strategy.

Over the next year, the Agency will examine how to integrate the Sustainable Development Strategy and the Report on Plans and Priorities to ensure that they are fully and seamlessly aligned. Progress on the commitments in the Sustainable Development Strategy will be reported in future Departmental Performance Reports.

Detailed information on the Sustainable Development Strategy can be found at the Agency's Web site:
http://www.ceaa-acee.gc.ca/sds-sdd_e.htm

The Agency's Planning and Performance Information

The Agency is continuing its efforts to improve the way it presents and measures its planning and performance information. This Report on Plans and Priorities is organized to improve consistency between planning and performance reporting. During the planning period, the Agency will work to strengthen its performance measurement system, and use a more integrated approach to report performance and results that is meaningful to Canadians.

RAISON D'ÊTRE

The Agency provides leadership and serves as a centre of expertise for federal environmental assessment. It is responsible for the overall administration of the federal process, which included over 6,100 individual assessments carried out in 2000–2001.

The Agency's Mission:
**To provide Canadians with high-quality environmental assessments
that contribute to informed decision making in support
of sustainable development.**

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

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

In addition, the Agency assists the Minister of the Environment in implementing *The 1999 Cabinet Directive on the Environmental Assessment of Policy, Plan, and Program Proposals* by providing guidance to federal authorities on environmental assessment considerations and requirements in respect of proposed policies and programs.

ROLES

The primary roles of the Agency are to:

- administer the federal environmental assessment process established by the Act and its regulations;
- provide administrative and advisory support for environmental assessment review panels, comprehensive studies and mediations;
- promote the uniformity and harmonization of environmental assessment activities across Canada at all levels of government;
- ensure opportunities for meaningful 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 and development on environmental assessment matters; and
- encourage the development of sound environmental assessment techniques and practices.

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

PLANNING CONTEXT – FACTORS INFLUENCING AND DRIVING CHANGE

The Agency continues to operate in a complex and constantly evolving environment. The purpose of this section is to outline the main factors influencing the Agency's program delivery.

Bill C-19

During the planning period, the Agency will support the Minister's efforts to have Bill C-19 enacted by Parliament. The government has committed incremental funding of \$51.2 million over five years and \$8 million per year afterwards to implement the strengthened environmental assessment process proposed in Bill C-19. If, as currently anticipated, the Bill receives royal assent during the 2002–2003 fiscal year, \$13.1 million will be provided to 20 departments, agencies and boards so that steps may be taken to quickly bring the new provisions into force.

Shared Environmental Management Responsibility

Under the Canadian constitution, responsibility for environmental management is an area of shared jurisdiction. A spirit of cooperation has emerged among the federal, provincial and territorial governments, each with their own authorities and responsibilities for carrying out environmental assessment. The Agency continues to foster cooperation through bilateral agreements. Four agreements are in place, and discussions are planned or under way on four others.

Balancing Competing Interests

Environmental assessment remains at the forefront of many sensitive issues affecting development, environmental protection, Aboriginal interests and federal-provincial relations. The complexity and profile of projects undergoing assessment are increasing and involve competing stakeholder interests. The ongoing challenge is to balance these interests while maintaining productive relationships and delivering high-quality services to stakeholders.

Competitiveness

In a global economy, public policies must be scrutinized for their impacts on competitiveness. Although a number of studies have concluded that the cost of environmental assessment in Canada is typically a very low percentage of the total cost of a project and effective environmental assessment processes provide net economic benefits to society, greater certainty and efficiency in the process remain key to competitiveness.

Implications of North American Energy Issues

Supply and demand pressures for natural gas and energy, in general, have led the United States to develop policies that are intended to address American energy security concerns by way of increasing and strengthening North American energy supply. This may lead to an increase in the number of environmental assessments related to proposed energy development projects.

Aboriginal Peoples

Aboriginal peoples have strong interests in environmental assessment issues, such as being able to more effectively participate in the environmental assessment process; giving traditional knowledge consideration in the conduct of environmental assessments; developing the capacity to participate in and conduct environmental assessments on their lands; participating in environmental assessments where the exercise of Aboriginal or treaty rights may be negatively impacted by development; and ensuring minimal disruption of traditional lifestyles and the natural environment.

Dispute Resolution

Dispute resolution is an effective means to improve the potential of the environmental assessment process to meet its objectives. It can serve to enhance the quality and durability of federal decisions and may reduce delays. The Agency recognizes the benefits of using a dispute resolution approach more informally throughout the environmental assessment process. The anticipated changes resulting from the Review of the Act will provide a clearer mandate and role for the Agency

regarding the use of dispute resolution in the environmental assessment process. As a result, the Agency is well positioned to champion dispute resolution in environmental assessment.

The Kyoto Protocol

The Government of Canada has committed to reaching its greenhouse gas emissions target of 6% below 1990 levels by the period 2008 to 2012. Environmental assessment will be an important tool for identifying how greenhouse gas emissions from new projects may affect climate change and how anticipated changes in climate may affect the new projects.



SECTION III

PLANS AND PRIORITIES BY STRATEGIC OUTCOME

STRATEGIC OUTCOMES

Strategic Outcomes are the focus of this Report on Plans and Priorities. They are the long-term enduring benefits to Canadians derived from the Canadian Environmental Assessment Agency's (Agency) Mission. The Strategic Outcomes provide the structure to the Report on Plans and Priorities, and allow the Agency to more readily explain the benefits it seeks to provide for Canadians. Under each Strategic Outcome, as shown in Table 1 below, there are two or three supporting Intermediate Outcomes. These contain the Agency's plans and priorities to deliver the intended results to Canadians. The Intermediate Outcomes are also the Agency's Sustainable Development Commitments as outlined under the Sustainable Development Strategy.

Table 1: Summary of the Agency's Strategic Outcomes

Strategic Outcomes	Intermediate Outcomes – Sustainable Development Commitments
1. Effective and efficient environmental assessment	1.1 Be recognized as a credible advocate of high-quality environmental assessment. 1.2 Advance the science and practice of environmental assessment. 1.3 Learn from experience and share results.
2. Coordinated and harmonized environmental assessments	2.1 Clarify and improve environmental assessment processes with other jurisdictions and other federal partners. 2.2 Strengthen relationships with partners and stakeholders.
3. Consistent and predictable application of environmental considerations in federal decision making	3.1 Improve the Agency's capacity to monitor, assess and foster compliance. 3.2 Address gaps in the application of the <i>Canadian Environmental Assessment Act</i> .

The Agency is committed to providing Canadians with high-quality environmental assessments that contribute to informed decision making in support of sustainable development. To this end, the remainder of this section describes the Agency's 2002–2003 plans and priorities by each Strategic Outcome.

STRATEGIC OUTCOME 1: EFFECTIVE AND EFFICIENT ENVIRONMENTAL ASSESSMENT

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

The federal environmental assessment process is based on the principle of self-assessment whereby federal departments and agencies responsible for making project decisions are also responsible for the conduct of the assessment. The departments and agencies determine the scope of the project and the factors to be considered, manage the process and ensure the assessment is conducted according to requirements of the *Canadian Environmental Assessment Act (Act)*.

Advocacy remains central to the Agency's leadership role in the federal environmental assessment process. The Agency must be an effective advocate of good environmental management. To this end, it provides relevant and timely advice, guidance, training and recommendations to decision makers.

To achieve this Strategic Outcome, the Agency will concentrate on the following Intermediate Outcomes – Sustainable Development Commitments:

- 1.1 Be recognized as a credible advocate of high-quality environmental assessment.
 - 1.2 Advance the science and practice of environmental assessment.
 - 1.3 Learn from experience and share results.
-



Intermediate Outcome – Sustainable Development Commitment

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

The Agency's ability to promote effective and efficient environmental assessment requires that it maintain a high level of internal expertise and be recognized for providing quality advice. The Agency will undertake a number of activities to strengthen this role.

Plans and Priorities

- Manage on-going panel review processes, as well as any new panels that are established.
- Develop Ministerial Guidelines on public participation in screenings pursuant to paragraph 58(1)(a) of the Act.
- Pursue dispute resolution opportunities.
- Provide advisory services, coordination, opportunities for public comment and ministerial support for on-going comprehensive studies.
- Ensure that northern pipeline proposals requiring the application of the Act are subject to a thorough and efficient assessment with appropriate public participation.

Expected Result

The Agency is acknowledged as a centre of environmental assessment expertise across Canada.

Measures of Performance

- Satisfaction with the panel review process
- Public participation in environmental assessments
- Requests for dispute resolution services and the resolution of disputes

Partners

- Other government departments, and provincial, territorial and local governments
- Regulatory Advisory Committee
- Non-governmental agencies
- Aboriginal organizations
- Private industry
- Interest groups
- Canadians

Intermediate Outcome – Sustainable Development Commitment

1.2 Advance the science and practice of environmental assessment.

In its role as an advocate for good environmental management, the Agency works to develop environmental assessment tools and ensure access for partners.

Plans and Priorities

- Conduct pre-development work on the new Web-based Canadian Environmental Assessment Registry of project information under the Act.
- Establish the Aboriginal Advisory Committee to the Agency to provide Aboriginal perspectives on the federal environmental assessment process.
- Provide opportunities for Canadians to participate in environmental assessments.
- Develop amendments to the *Exclusion List Regulations*, in partnership with other government departments and partners, to ensure resources are allocated efficiently to projects having more significant impacts.
- Continue building partnerships through the Agency's Research and Development Program by providing leadership and financial support toward research and development projects in an effort to foster innovation in the practice of environmental assessment.
- Implement changes to the development of class screening processes (pending royal assent of Bill C-19).

Expected Result

Environmental assessments are efficient, effective and encompass the concerns of Canadians.

Measures of Performance

- Involvement with Aboriginal groups in the environmental assessment process
- Participation by the environmental assessment community in events organized through the Agency's Research and Development Program
- Public participation in environmental assessments
- Reduction in the number of assessments conducted by federal departments of small routine projects with insignificant effects

- Public comments received for comprehensive studies and received during comment periods on class screening reports
- Number of class screening reports in development

Partners

- Other government departments, and provincial, territorial and local governments
- Regulatory Advisory Committee
- National and regional Aboriginal organizations
- Non-governmental agencies
- Universities and colleges
- Private industry
- Interest groups
- Canadians

Intermediate Outcome – Sustainable Development Commitment

1.3 Learn from experience and share results.

Among partners, the Agency promotes continuous learning and the development of new environmental assessment practices. It also works to ensure results are shared for the purpose of promoting effective and efficient environmental assessments, and integrating environmental factors in decision making.

Plans and Priorities

- Lead government-wide efforts to promote compliance with the Act through long-term, coordinated approaches to training and guidance (pending royal assent of Bill C-19).
- Continue to provide leadership on strategic environmental assessment by providing advice and support to other government departments on the implementation of *The 1999 Cabinet Directive on the Environmental Assessment of Policy, Plan, and Program Proposals* (Cabinet Directive), and by developing additional resource material on the practice and evaluation of strategic environmental assessments.*
- Develop, in cooperation with the provinces and federal stakeholders, guidance on the incorporation of climate change considerations into environmental assessments.
- Continue to work toward the development of guidelines for the use of traditional ecological knowledge in environmental assessments.

Expected Result

Environmental factors are better integrated into planning and decision-making processes.

Measures of Performance

- Satisfaction of partners with new training and guidance materials
- Capacity for strategic environmental assessment among other government departments in implementing the Cabinet Directive.

* The environmental assessment of policy, plan and program proposals is also known as strategic environmental assessment.

Partners

- Other government departments, and provincial, territorial and local governments
- National and regional Aboriginal organizations
- Non-governmental agencies
- Private industry
- Interest groups
- Canadians

STRATEGIC OUTCOME 2: COORDINATED AND HARMONIZED ENVIRONMENTAL ASSESSMENT

The Agency is committed to providing Canadians with environmental assessment approaches that are coordinated across government and harmonized with other jurisdictions.

The Agency seeks to enhance cooperation as environmental assessment is shared among federal, provincial and territorial governments, and First Nations and Inuit. Often, an environmental assessment involves more than one of these and coordination is required to avoid duplication, to increase certainty, and to reduce costs and delays.

The Agency works cooperatively with partners to establish common goals and to advance the interest of good environmental assessment.

To achieve this Strategic Outcome, the Agency will concentrate on the following Intermediate Outcomes – Sustainable Development Commitments:

- 2.1 Clarify and improve environmental assessment processes with other jurisdictions and other federal partners.
 - 2.2 Strengthen relationships with partners and stakeholders.
-



Intermediate Outcome – Sustainable Development Commitment

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

Clear and coordinated environmental assessment processes across jurisdictions maximize predictability, increase efficiency and minimize conflicts for a better overall environmental assessment regime. The Agency undertakes a number of activities toward this end.

Plans and Priorities

- Develop amendments to the *Federal Coordination Regulations* in consultation with other government departments in order to take into account changes proposed in Bill C-19.
- Negotiate, implement and administer agreements on environmental assessment, including bilateral agreements with interested provinces and a trilateral agreement on transboundary environmental assessment with the United States and Mexico.
- Continue to evaluate and improve the coordination process for the *James Bay and Northern Quebec Agreement*.
- Develop project-specific agreements to enhance the effectiveness and efficiency of cooperative environmental assessment processes.
- Participate in and provide Canadian position(s) at working group meetings on the implementation and enhancement of the *Espoo Convention*.
- Participate in discussions between Canada and France for the development of administrative arrangements to facilitate the implementation of treaty obligations under the *Espoo Convention* with respect to offshore development on the East Coast.
- Continue providing support to federal negotiators in addressing environmental management issues in Aboriginal land claims and self-government agreements to establish sound environmental assessment regimes that meet or exceed the requirements of the Act.

Expected Result

Cooperative environmental assessment arrangements are established with other jurisdictions.

Measures of Performance

- Environmental assessment regimes with First Nations and Inuit that reflect the principles of good environmental assessment practice
- Satisfaction expressed with the degree of coordination and cooperation between jurisdictions both in Canada and internationally and among federal departments
- Establishment of cooperative agreements on environmental assessment and multi-jurisdictional review streamlining

Partners

- Other government departments, and provincial, territorial and local governments
- National and regional Aboriginal organizations
- Non-governmental agencies
- Governments of the United States, Mexico and France
- Interest groups
- Canadians

Intermediate Outcome – Sustainable Development Commitment

2.2 Strengthen relationships with partners and stakeholders.

Partners involved in environmental assessment benefit from building strong relationships with good communication and cooperation toward a common goal. The Agency will undertake a number of activities to strengthen these relationships.

Plans and Priorities

- Continue to enhance the role of regional offices as key centres of guidance and assistance to partners in the federal environmental assessment process.
- Strengthen relationships with partners through interdepartmental and multi-stakeholder committees such as the Regulatory Advisory Committee, the Senior Management Committee on Environmental Assessment, provincial environmental assessment administrators, and Regional Environmental Assessment Committees.
- Conduct discussions on a framework to develop environmental assessment processes for Indian reserves in Nova Scotia.
- Assist the Government of Yukon in the development of a new Yukon environmental assessment regime.

Expected Result

Sound environmental assessment practices are developed and advanced across Canada.

Measures of Performance

- Adherence to timelines required for environmental assessments
- Public participation in environmental assessments
- Satisfaction of partners with the services provided by regional offices
- Number of opportunities provided to partners to meet and exchange information
- Level of cooperation among jurisdictions

Partners

- Other government departments and provincial, territorial and local governments
- National and regional Aboriginal organizations
- Non-governmental agencies
- Interest groups
- Canadians

STRATEGIC OUTCOME 3: CONSISTENT AND PREDICTABLE APPLICATION OF ENVIRONMENTAL ASSESSMENT IN FEDERAL DECISION MAKING

The Agency is committed to providing Canadians with consistent and predictable application of environmental considerations into federal decision making.

The Agency takes a leadership role in assisting federal departments and agencies to comply with the Act. Although the Act does not explicitly contain enforcement provisions, a priority of the Agency is to work with other government departments to promote consistent application. An additional priority is addressing areas where discrepancies within the federal environmental assessment process may exist.

To achieve this Strategic Outcome, the Agency will concentrate on the following Intermediate Outcomes – Sustainable Development Commitments:

- 3.1 Improve the Agency's capacity to monitor, assess and foster compliance.
 - 3.2 Address gaps in the application of the Act.
-



Intermediate Outcome – Sustainable Development Commitment**3.1 Improve the Agency's capacity to monitor, assess and foster compliance.**

Monitoring and assessing compliance is an important means for the Agency to foster compliance with the Act. It also affords opportunities to identify issues requiring further attention or action.

Plans and Priorities

- Solicit and analyze views of other government departments on priorities for the first year of interdepartmental consultations on the Quality Assurance Program framework (pending royal assent of Bill C-19).
- Review new government initiatives for environmental assessment and strategic environmental assessment implications, and provide advice to the Minister of the Environment and other government departments as required.

Expected Result

Implementation and compliance with the Act is improved.

Measure of Performance

- Degree of support for the Quality Assurance Program framework and the first-year plan of government-wide Quality Assurance Program partners

Partners

- Other government departments

Intermediate Outcome – Sustainable Development Commitment

3.2 Address gaps in the application of the *Canadian Environmental Assessment Act*.

Improving consistency and predictability requires that the Agency address a number of areas where discrepancies within the federal environmental assessment process may exist. The Agency seeks to identify discrepancies and works with partners to address them through a number of activities.

Plans and Priorities

- Develop protocols with other government departments to improve the coordination and management of responses to petitions related to projects with potentially significant environmental effects of a transboundary nature.
- Seek approval of an environmental assessment regulatory framework for airport authorities under the Act.
- Seek approval of a strategy for the development of environmental assessment regulations for selected Crown corporations under the Act.
- Assist in development of an amendment to the *Canada Port Authority Environmental Assessment Regulations* to incorporate any changes in the Act brought about by the passage of Bill C-19.
- Develop amendments to environmental assessment regulations to ensure that relevant offshore oil and gas activities submitted for authorization by the Canada-Nova Scotia Offshore Petroleum Board or the Canada-Newfoundland Offshore Petroleum Board trigger application of the Act.

Expected Result

Environmental assessment is applied to a broader range of federal decision making.

Measures of Performance

- Efficiency and timeliness of responses to transboundary petitions
- Number of prescribed authorities subject to the Act

Partners

- Other government departments, and provincial, territorial and local governments
- National and regional Aboriginal organizations
- Non-governmental agencies
- Regulatory Advisory Committee
- Federal airport authorities
- Federal port authorities
- Crown corporations and other federal entities
- Interest groups
- Canadians



SECTION IV

MANAGEMENT INITIATIVES

HUMAN RESOURCES MANAGEMENT

The Agency is committed to ensuring that it is an exceptional workplace of choice, able to deliver effectively on its mandate now and in the future. The Agency embarked on modernizing human resources management in 2001–2002 and plans to continue this into 2002–2003. The initiatives are outlined below.

Recruitment and Retention

- Staff strategically in support of the Agency's priorities.
- Conduct demographic analysis of the workforce to determine recruitment priorities.
- Promote government programs such as Employment Equity, Multiculturalism and Official Languages.
- Implement an Environmental Assessment Practitioners' Recruitment and Training Program.
- Implement concrete human resources modernization initiatives at the Agency, in the areas of learning, values and ethics, recognition, results-based management and others.

Foster a Learning Organization

- Encourage continuous learning by making available on-going orientation, training and development programs and participation at conferences.
- Develop an Agency Learning Policy.
- Assist employees in career management.

Well-Being of Individuals

- Promote a culture of recognition.
- Follow up on the 2002 Public Service Employee Survey.
- Promote a culture where individual rights are respected and the diverse nature of the workforce is acknowledged.
- Make use of a range of policies, programs and benefits to balance work and personal responsibilities.
- Promote good physical and mental health, as well as safety in the workplace.

Improvement of Results and Accountability

- Continue to integrate human resource management planning into the business and workplans of the organization, including the Performance Management Program for executives.
- Promote a cooperative approach in resolving union and employee concerns and issues through continued consultations and communication.
- Promote the Agency's Policy on Internal Disclosure of Information.
- Update the Agency's Human Resources Instrument of Delegation.

Measures of Performance

The Agency has adopted the four key human resource management results outlined in the Treasury Board Secretariat's *Framework for Good Human Resources Management in the Public Service*. The Agency will adapt indicators from the Framework and will rely on information from a variety of sources, including public service employee surveys, client surveys and periodic reports to central agencies.

REGULATORY INITIATIVES

The following table outlines the Agency's major and significant regulatory initiatives scheduled for implementation during 2002–2003.

Table 2: Legislative and Regulatory Initiatives

<u>LEGISLATIVE AND REGULATORY INITIATIVES</u>	<u>EXPECTED RESULTS</u>
<p>Amendments to <i>Exclusion List Regulations</i> New entries would be added to these regulations to prescribe new classes of projects to be excluded from environmental assessment, and to modify thresholds of certain existing entries.</p>	<ul style="list-style-type: none"> • Reductions in the numbers of environmental assessments of projects having insignificant effects conducted by federal responsible authorities, particularly at the screening level. • More efficient and effective use of environmental assessment resources.
<p>Amendments to <i>Federal Coordination Regulations</i> <i>Federal Coordination Regulations</i> will be amended to take into account changes proposed in Bill C-19.</p>	<ul style="list-style-type: none"> • Increased coordination among federal departments in fulfilling environmental assessment requirements and improved coordination with other participants in the environmental assessment process, including provinces, industry, environmental organizations and others. • A more timely, predictable and certain environmental assessment process once Bill C-19 is passed. • Increased transparency in the environmental assessment process.
<p>Amendments to <i>Canada Port Authority Environmental Assessment Regulations</i> In accordance with changes proposed in Bill C-19, amendments to these regulations will be needed to ensure the comprehensiveness, consistency, transparency and overall quality of port environmental assessment processes.</p>	<ul style="list-style-type: none"> • A comprehensive environmental assessment process that captures all appropriate Canadian port authority activities for assessment. • Improved consistency and quality of the environmental assessment process for Canadian port authorities. • Increased transparency and greater opportunities for public involvement in the assessment process.

LEGISLATIVE AND REGULATORY INITIATIVES***Airport Authority Regulations***

In accordance with changes proposed in Bill C-19, these regulations would close a gap in the Act by requiring airport authorities to conduct assessment of environmental effects of projects located on the federal land over which those authorities have administration, management or other specified rights or interests.

EXPECTED RESULTS

- A comprehensive environmental assessment process that captures all appropriate airport authority activities for assessment.
- Improved consistency and quality of the environmental assessment process for airports.
- Increased transparency and greater opportunities for public involvement in the assessment process.

Amendments to Inclusion List Regulations, Law List Regulations and Comprehensive Study List Regulations relating to offshore oil and gas

Relevant exploration and development authorizations of the Canada-Nova Scotia Offshore Petroleum Board and the Canada-Newfoundland Offshore Petroleum Board will be brought under the Act. Appropriate offshore exploration and development projects throughout Canada will be subject to the Comprehensive Study List environmental assessment requirements.

- A consistent and appropriate federal environmental assessment regime throughout Canada's offshore frontier areas.

Amendments to Inclusion List Regulations, Exclusion List Regulations, Law List Regulations and Comprehensive Study List Regulations related to nuclear safety and control

The preparation of amendments to *Inclusion List Regulations, Exclusion List Regulations, Law List Regulations and Comprehensive Study List Regulations* under the Act will reflect the repeal of the *Atomic Energy Control Act* and its replacement by the *Nuclear Safety and Control Act*.

- To maintain the previous links that existed between the *Atomic Energy and Control Act* and the Act.

HORIZONTAL AND COLLECTIVE INITIATIVES

Government On-Line

The goal of the Government On-Line initiative is to use information and communication technology to provide Canadians with enhanced access to improved, citizen-centred integrated services – anytime, anywhere and in the official language of their choice. During the 2002–2003 planning period, the Agency will take a number of key steps toward the implementation of Government On-Line. This work will include:

- assessing overall opportunities for improved citizen and client program delivery, possible contributions to improving the quality of environmental assessment, and/or supporting more informed decision making in support of sustainable development;
- assessing the Agency’s corporate Internet assets and linkages to E-Government, including options for the management of these assets to meet Government On-Line objectives; and
- identifying and developing a corporate strategy, approach and workplan to support the Agency’s contribution to Government On-Line.

Information Management and Information Technology

The Agency will be pursuing an information and records management improvement project designed to ensure that the Agency’s records management fully:

- meets the needs of the business functions they are intended to support;
- delivers all expected benefits within their approved time, cost and functionality; and
- ensures compliance with all applicable legislation.

Timely and effective implementation will facilitate the delivery of the Agency’s operations in all areas and support the proposed Government On-Line initiatives.

Modern Comptrollership

Modern comptrollership is about the sound management of resources and effective decision making to achieve results that are meaningful to Canadians. It has a broad management perspective that goes beyond purely financial considerations, linking better performance information with sound risk management approaches and appropriate control systems. Modern comptrollership also reinforces values and ethics, and strengthens the government's accountability to Parliament and to Canadians.

The Agency welcomes the government's modern management agenda, as outlined in *Results for Canadians: A Management Framework for the Government of Canada*, and has taken initial steps toward implementing key changes. The Agency has established the Project Management Office, which is accountable for supporting the achievement of a more advanced and integrated level of comptrollership, and for providing leadership in applying the principles of modern management and encouraging progress in specific areas.

For further information, visit
the Treasury Board Secretariat
Web site at:
http://www.tbs-sct.gc.ca/subsites_e.html

Approximately \$233,000 will be spent over the next three years to support the comptrollership initiative. Initial focus will be given to conducting an internal capacity assessment and developing an action plan for management improvement. New initiatives and progress will be reported via the Report on Plans and Priorities and Departmental Performance Report, respectively.



SECTION V
ORGANIZATION

STRATEGIC OUTCOMES AND AGENCY BUSINESS LINE

The Agency's business line is environmental assessment. The Strategic Outcomes provide structure to the Report on Plans and Priorities and explain the benefits the Agency provides to Canadians.

The cost of each Strategic Outcome includes all direct expenditures as well as a proportionate allocation of approximately \$5.4 million in indirect program costs (including management and administration, overhead and services provided without charge). Total resources by Strategic Outcome are thereby reconciled with the net cost of the program figures (see Table 4: Departmental Planned Spending).

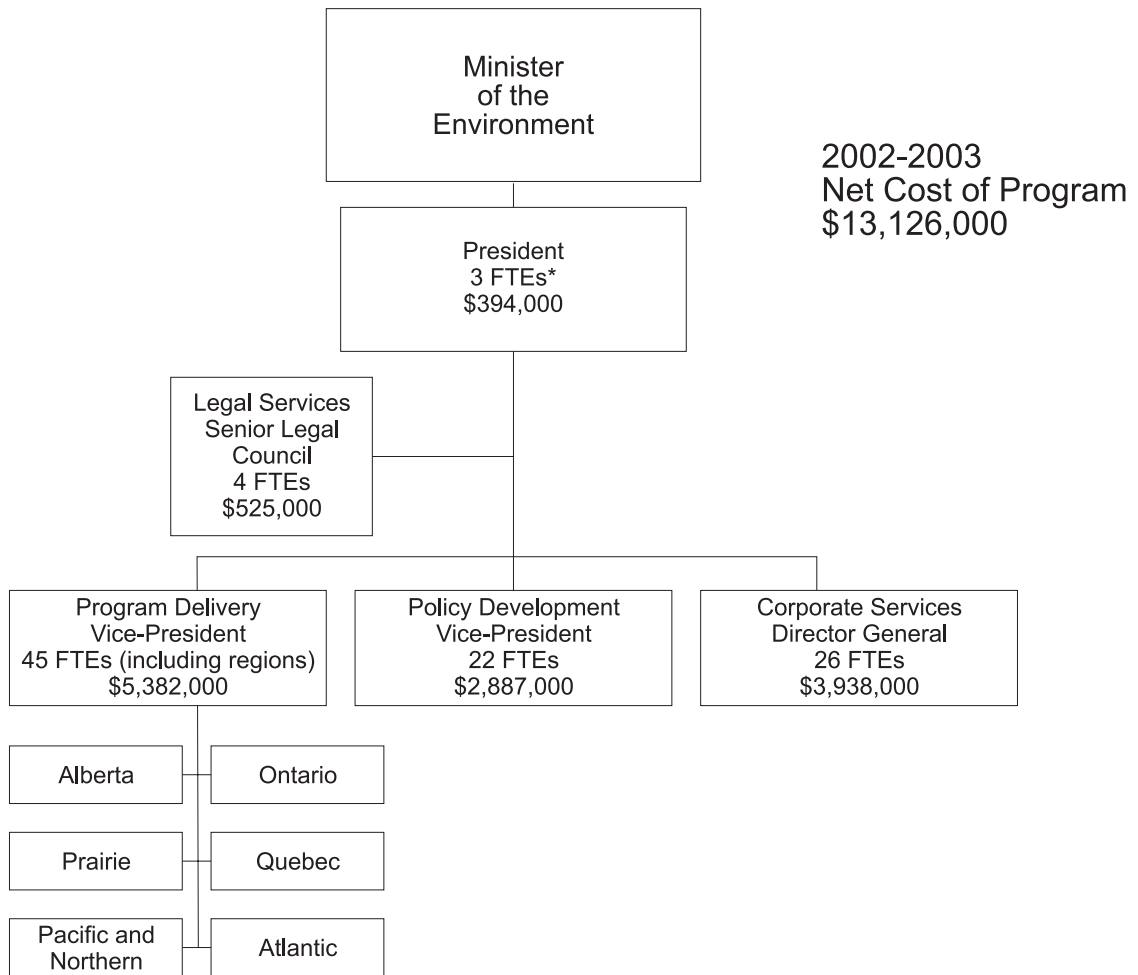
Table 3: Strategic Outcomes and Agency Business Line

Agency Business Line	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Total
is Environmental Assessment	Effective and Efficient Environmental Assessment	Coordinated and Harmonized Environmental Assessment	Consistent and Predictable Application of Environmental Assessment	
	\$7,920,000	\$3,722,000	\$1,484,000	\$13,126,000

ACCOUNTABILITY

The Agency fulfills its Mission through one business line – environmental assessment. The reporting structure to the Minister of the Environment is shown in Figure 1 below.

Figure 1: Accountability



* Full-time equivalent (FTE) is a measure of human resource usage based on average levels of employment.

DEPARTMENTAL PLANNED SPENDING

Table 4: Departmental Planned Spending

	Forecast Spending* 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
	<i>(thousands of dollars)</i>			
Budgetary Main Estimates	15,061	15,177	15,177	15,177
Less: Respendable Revenue	(3,501)	(3,501)	(3,501)	(3,501)
Total Main Estimates	11,560	11,676	11,676	11,676
Adjustments **	2,259	–	–	–
Net Planned Spending		11,676	11,676	11,676
Less: Non-Respendable Revenue	(6)	–	–	–
Plus: Cost of Services Received Without Charge	1,350	1,450	1,450	1,450
Net Cost of Program	15,163	13,126	13,126	13,126
Full-Time Equivalents	100	100	100	100

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

** Adjustments are to accommodate approvals obtained since the Main Estimates and are to include budget initiatives, Supplementary Estimates and other adjustments.



SECTION VI

ANNEXES AND OTHER INFORMATION

SUMMARY OF TRANSFER PAYMENTS

Table 5: Summary of Transfer Payments

	Forecast Spending 2001–2002	Planned Spending 2002–2003	Planned Spending 2003–2004	Planned Spending 2004–2005
	<i>(thousands of dollars)</i>			
Contributions				
Canadian Environmental Assessment Agency	605	1,395	1,395	1,395
Total Transfer Payments	605	1,395	1,395	1,395

Note: Planned contributions to facilitate public participation in review panels (i.e. participant funding) are directly related to the overall level of panel activity undertaken in a given year. The Agency has established a planned level of \$1 million in participant funding, although actual costs may vary substantially from year to year. At the time of printing, 2001–2002 participant funding costs are expected to be less than \$100,000.

SOURCE OF RESPONDABLE AND NON-RESPONDABLE REVENUE

Table 6: Source of Respondable and Non-Respondable Revenue

Respondable Revenue	Forecast Revenue 2001–2002	Planned Revenue 2002–2003	Planned Revenue 2003–2004	Planned Revenue 2004–2005
	<i>(thousands of dollars)</i>			
Revenues Credited to the Vote				
Cost recovery for environmental assessment services	–	3,351	3,351	3,351
Cost recovery for publications, training and education materials (federal)	100	90	90	90
Cost recovery for publications, training and education materials (external)	60	60	60	60
Total Respondable Revenue	160	3,501	3,501	3,501
Non-Respondable Revenue				
Refund from Previous Year Expenditures	6	–	–	–
Total Program Revenues	166	3,501	3,501	3,501

Note: The \$3.4 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 2002–2003 that are eligible for cost recovery in accordance with the Ministerial Order, this authority will not be used.

NET COST OF PROGRAM FOR THE ESTIMATES YEAR

Table 7: Net Cost of Program for the Estimates Year

	Canadian Environmental Assessment Agency <i>(thousands of dollars)</i>
Net Planned Spending	11,676
<i>Plus: Services Received Without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	725
Contributions covering employees' share of employees' insurance premiums and expenditures costs paid by Treasury Board	364
Workers' Compensation coverage provided by Human Resources Development Canada	–
Salary and associated expenditures of legal services provided by Justice Canada	361
2002–2003 Net Cost of Program	13,126

MAJOR FEDERAL STATUTES AND AGREEMENTS ADMINISTERED

The only federal statute solely administered by the Agency is the *Canadian Environmental Assessment Act*. The Minister has responsibility to Parliament for the associated regulations listed in Table 8 below.

In an effort to improve the coordination and cooperation of environmental assessment processes, the Agency has also signed bilateral agreements with four provincial governments – British Columbia, Alberta, Saskatchewan and Manitoba. The Agency will be working in 2002–2003 to conclude similar agreements with Ontario, New Brunswick, Nova Scotia and Newfoundland.

The Act and regulations can be found at the Agency's Web site:
http://www.ceaa-acee.gc.ca/act_and_regulations.htm

Table 8: Major Federal Statutes and Agreements Administered

<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 Coordination by Federal Authorities of Environmental Assessment Procedures and Requirements</i>	SOR/97-181 (April 8, 1997)
<i>Environmental Assessment Review Panel Service Charges Order</i>	SOR/98-443 (August 26, 1998)
<i>Canada Port Authority Environmental Assessment Regulations</i>	SOR/99-318 (July 28, 1999)

FOR FURTHER INFORMATION

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Canadian Environmental Assessment Agency's Web Site

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

Canadian Environmental Assessment Agency's Sustainable Development Strategy Link

http://www.ceaa-acee.gc.ca/sds-sdd_e.htm

Treasury Board Secretariat's Web Site

<http://www.tbs-sct.gc.ca>