

**CANADIAN ENVIRONMENTAL  
ASSESSMENT AGENCY**

**2011–2012**

**REPORT ON PLANS AND PRIORITIES**

**The Honourable Peter Kent  
Minister of the Environment and  
Minister responsible for the  
Canadian Environmental Assessment Agency**



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## **MINISTER'S MESSAGE**

As Minister responsible for the Canadian Environmental Assessment Agency, I am pleased to present the *2011–2012 Report on Plans and Priorities* for the Agency.

The Government of Canada recognizes that environmental sustainability is essential to the country's economic and social well-being. To that end, the environmental effects of proposed projects, as well as of policy, plan and program proposals, are taken into consideration as part of federal decision making.

The Canadian Environmental Assessment Agency plays an integral role in integrating Canada's environmental goals with its economic and social needs. It does this by providing timely, accurate and comprehensive information on the environmental effects of projects, as well as analysis and advice on how federal environmental assessment can contribute to sustainable development. The parliamentary review of the *Canadian Environmental Assessment Act*, scheduled to take place in 2011, should provide an opportunity to consider improvements to the government's approach to environmental assessment.

I invite parliamentarians and Canadians to read the *2011–2012 Report on Plans and Priorities* to gain a better appreciation of the Canadian Environmental Assessment Agency's priorities and its role in supporting informed decisions.

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**The Honourable Peter Kent, P.C., M.P.**

**Minister of the Environment and Minister responsible for the  
Canadian Environmental Assessment Agency**



## **SECTION 1: AGENCY OVERVIEW**

***In this section:***

- ◆ **1.1 Summary Information**
- ◆ **1.2 Planning Summary**

## 1.1 SUMMARY INFORMATION

### Raison d'être

**Environmental assessment contributes to informed decision making in support of sustainable development.**

**The Canadian Environmental Assessment Agency delivers high-quality environmental assessments and serves as the centre of expertise on environmental assessment within the federal government.**

### Responsibilities

Environmental assessment (EA) ensures that the potential environmental effects of policies, plans, programs and projects are identified and considered by federal government authorities before final decisions are made. It supports decisions that protect the environment, while fostering a strong economy and a high quality of life for Canadians.

The *Canadian Environmental Assessment Act* (the Act) establishes the requirements for the EA of projects, and the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* sets out the EA requirements for those types of decisions. The Canadian Environmental Assessment Agency (the Agency) plays key roles in delivering and supporting assessments under the Act and under the Cabinet Directive.

The Act sets out three main types of EA for proposed projects: screenings, comprehensive studies and assessments by review panels. The Agency advises and assists the Minister of the Environment in establishing review panels and supports panels in their work. The Agency conducts most comprehensive studies and manages screenings for major resource projects. For review panels, and for the comprehensive studies and screenings for which it is responsible, the Agency integrates the Government of Canada's Aboriginal consultation activities into the EA process to the greatest extent possible.

As the centre of expertise on EA within the federal government, the Agency provides advice and guidance across government to assist federal authorities in carrying out their EA responsibilities. The Agency leads interdepartmental efforts to improve the delivery of high-quality EAs in a predictable, certain and timely manner. It works with federal authorities on the application of the *Cabinet Directive on Implementing the Canadian Environmental Assessment Act* and the *Cabinet Directive on Improving the Performance of the Regulatory System for Major Resource Projects*. The Agency also leads the coordination of federal EA requirements with those of provinces and territories; and administers a participant funding program to facilitate public participation and Aboriginal consultation during comprehensive studies and assessments by review panels.

The *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* establishes a self-assessment process for strategic environmental assessment (SEA). An SEA is required when the implementation of a proposal may result in important environmental effects, either positive or negative, and the proposal is submitted to an individual Minister or Cabinet.



Federal departments and agencies are individually responsible for ensuring that the requirements of the Cabinet Directive are met. The Agency supports the Minister of the Environment in promoting the application of the Cabinet Directive and provides training and guidance for federal authorities.

Finally, the Agency has responsibilities under the environmental and social protection regimes set out in sections 22 and 23 of the 1975 *James Bay and Northern Quebec Agreement*. The President of the Agency is designated by Order in Council as the Federal Administrator of these processes.

The Agency was established in 1994 and is led by the President, who reports directly to the Minister of the Environment. It has its headquarters in Ottawa and regional offices in Halifax, Québec, Toronto, Winnipeg, Edmonton and Vancouver.

The Agency, through its regional offices and with support from Headquarters, plays the lead role in conducting comprehensive studies and managing screenings of major resource projects, including the integration of Aboriginal consultation into those assessments. It works closely with provincial and territorial governments to ensure efficient and timely EAs; provides advice and guidance for project proponents; and makes federal EA accessible to Aboriginal groups and the public by providing information on the process and its application.

The Agency also plays the lead role in advising the Minister on the establishment of review panels; supporting panels once established; and integrating Aboriginal consultation into those assessments. In addition, EAs throughout the country are supported through the Participant Funding Program and the Canadian Environmental Assessment Registry Internet site, which provides public access to documents related to federal EAs. The Agency develops and delivers training and guidance on project EA and SEA; and administers a quality assurance program on the conduct of federal EAs. It also leads policy research and analysis to support implementation of the Act and the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*.

## **Strategic Outcome**

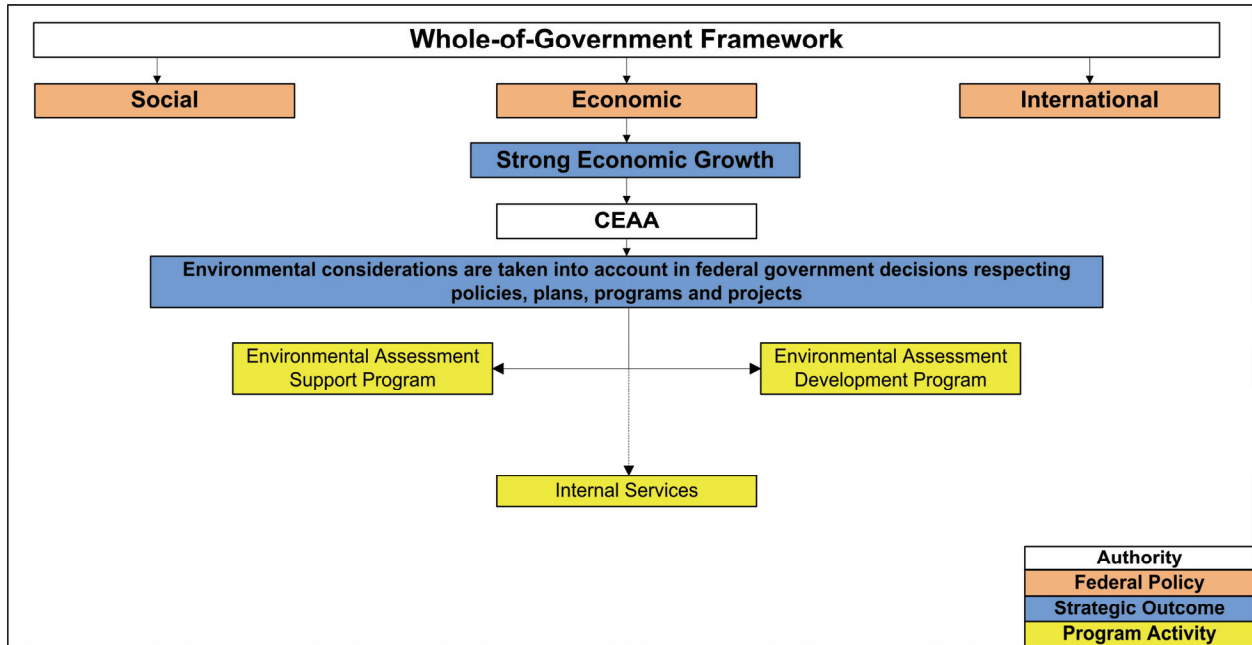
The Agency aims to achieve the following strategic outcome:

**Environmental considerations are taken into account in federal government decisions respecting policies, plans, programs and projects.**

The Agency strives to achieve this outcome through delivering key components of federal EA; and by providing advice and support to other federal organizations on the delivery of their federal EA responsibilities.

# Program Activity Architecture

The chart below illustrates the Agency’s framework of program activities, which contribute to its strategic outcome.



## 1.2 PLANNING SUMMARY

### Financial Resources

The financial resources table below provides a summary of the total planned spending for the Agency for the next three fiscal years.

| Financial Resources | 2011–2012 | 2012–2013 | 2013–2014 |
|---------------------|-----------|-----------|-----------|
| (\$ thousands)      | 30,007    | 17,062    | 17,062    |

### Human Resources

The human resources table below provides a summary of the total planned human resources for the Agency for the next three fiscal years.

| Human Resources              | 2011–2012 | 2012–2013 | 2013–2014 |
|------------------------------|-----------|-----------|-----------|
| Full-Time Equivalents (FTEs) | 242       | 162       | 162       |

The decreases in the above tables are primarily the result of the sunset funding for two key initiatives to improve Canada's regulatory framework for major resource projects and for Aboriginal consultations. There is a significant decrease in funding following fiscal year 2011–2012. One of the initiatives, the major resource projects initiative, is currently the subject of a horizontal evaluation.

| Strategic Outcome:<br>Environmental considerations are taken into account in federal government decisions respecting policies, plans, programs and projects  | Alignment with Government of Canada Outcomes:<br>Strong economic growth  |
|--|--|
| Performance Indicators   | Targets  |
| <ul style="list-style-type: none"> <li>▪ Percentage of policy, plan and program proposals for consideration by Cabinet that include strategic environmental considerations.</li> <li>▪ Percentage of environmental assessments (EAs) where the Agency is the EA manager or performs the duties of the responsible authority for which the Agency develops and implements a work plan that will lead to the delivery of a high-quality EA.</li> </ul> | <ul style="list-style-type: none"> <li>▪ 90% of the Memoranda to Cabinet that require an SEA include strategic environmental considerations.</li> <li>▪ An EA work plan that will lead to the delivery of a high-quality EA is developed and implemented for 100% of project-specific EAs where the Agency is the EA manager or performs the duties of the responsible authority.</li> </ul> |

| Program Activity                                    | Forecast Spending (\$ thousands) | Planned Spending (\$ thousands) |               |               |
|---|----------------------------------|---------------------------------|---------------|---------------|
|   | 2010–2011                        | 2011–2012                       | 2012–2013     | 2013–2014     |
| <b>Environmental Assessment Development Program</b> | 3,661                            | 4,306                           | 3,404         | 3,404         |
| <b>Environmental Assessment Support Program</b>     | 18,767                           | 17,692                          | 8,603         | 8,603         |
| <b>Internal Services</b>                            | 9,622                            | 8,009                           | 5,055         | 5,055         |
| <b>Total Spending</b>                               | <b>32,050</b>                    | <b>30,007</b>                   | <b>17,062</b> | <b>17,062</b> |

Internal Services does not align to Government of Canada Outcomes.

## Contribution of Priorities to Strategic Outcome

As a result of the amendments to the *Canadian Environmental Assessment Act* (the Act) in July 2010, the Agency is responsible for conducting most comprehensive studies. To reflect this new leadership role, the Agency has redefined its operational priorities. Previous priorities, which focused on developing a framework for more integrated EA, playing an active leadership role in federal EA, and building capacity within the Agency, have established a strong foundation. The new priorities will take the Agency forward as a leader in delivering and shaping the future of high-quality federal EA.

| Operational Priorities   | Type | Description  |
|--|------|--|
| <b>1. Deliver high-quality environmental assessments of major projects</b> | New  | <ul style="list-style-type: none"> <li>▪ High-quality EAs: provide a thorough description of the environmental effects of a project and measures to mitigate adverse effects; are informed by the participation of the public and Aboriginal groups; and are completed in a timely manner.</li> <li>▪ Consistent with its responsibilities under the Act for review panels and comprehensive studies, and through a Cabinet directive for screenings of major resource projects, the Agency will focus its efforts on delivering high-quality EAs of major projects. This focus reflects the importance of these projects and their potential to significantly affect the environment.</li> <li>▪ In delivering this priority, the Agency will place emphasis on: cooperating with provinces; integrating Aboriginal consultation activities into the process to the greatest extent possible; engaging the public in meaningful ways; developing operational policies, procedures and service standards to guide the delivery of high-quality EAs; providing training, guidance and effective management to support Agency staff in delivering high-quality EAs; maintaining capacity and applying hiring strategies to ensure the Agency has the appropriate skills and competencies to fulfill its role.</li> </ul> |
| <b>2. Build effective relationships with Aboriginal people</b>             | New  | <ul style="list-style-type: none"> <li>▪ The Agency integrates consideration of impacts to existing or potential Aboriginal and treaty rights, as well as current use of lands and resources by Aboriginal persons, into the EA process. It also participates in the negotiation and implementation of the EA components of land claim agreements and self-government arrangements. Building relationships with Aboriginal people that encourage and</li> </ul>  |

| Operational Priorities  | Type       | Description   |
|---|------------|---|
|   |            | <p>facilitate their active participation in these activities is essential for the successful delivery of the Agency's priorities, including high-quality environmental assessment.</p> <ul style="list-style-type: none"> <li>▪ To build effective relationships with Aboriginal people, the Agency will focus on: providing training, guidance and management support to staff undertaking Aboriginal consultation; effectively and efficiently making funds available through its Participant Funding Program to assist Aboriginal groups participating in the EA process and associated Aboriginal consultation activities; integrating information on Aboriginal use of lands and resources, and on existing or potential Aboriginal and treaty rights, into the EA; and pursuing outreach activities to provide information on the conduct of federal EAs and associated consultation activities to encourage Aboriginal groups to participate.</li> </ul>   |
| <p><b>3. Play a lead role in shaping the future of federal environmental assessment</b></p> | <p>New</p> | <ul style="list-style-type: none"> <li>▪ The Agency recognizes that to remain effective and support sound decisions, the EA system must be responsive to Canada's evolving economic, technological, social and physical environment. To this end, the Agency continually strives to identify how federal EA can better inform and support decision making.</li> <li>▪ The Agency will: work with its federal partners, provinces and territories, Aboriginal groups, stakeholders and other countries to understand emerging issues and trends in EA; define policy direction; develop cooperative EA arrangements; provide guidance on federal EA; develop guidance and tools to strengthen SEA; and pursue legislative, regulatory and policy improvements.</li> <li>▪ The House of Commons Standing Committee on Environment and Sustainable Development is undertaking a review of the Act, with completion expected in 2011. The Agency will contribute to this review as fully as possible and will support the Minister of the Environment in reviewing and responding to the Committee's report.</li> </ul> |

## Risk Analysis

The following provides an overview of the Agency's operating environment, and associated considerations and challenges.

### ***Agency Operating Environment and Challenges***

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

In Canada, responsibility for environmental management, including EA, is shared by the federal, provincial and territorial governments. Aboriginal groups are also assuming greater responsibility for the management of the environment and resources through constitutionally protected modern treaties, such as land claim agreements and self-government agreements. Each jurisdiction has its own EA process and requirements. In order to manage this overlap of responsibilities without duplication, the Act must be administered in a manner that allows the federal process to align with those of partners. In addition, provincial initiatives in areas such as land-use planning help

inform options for the future of federal EA. The Agency will work with other jurisdictions and Aboriginal groups to support timely, high-quality EA, which will include working under the *Canada-wide Accord on Environmental Harmonization* and its *Sub-agreement on Environmental Assessment*, bilateral agreements, and project-specific arrangements.

### **Aboriginal Consultation**

The Crown, both federal and provincial, has a duty to consult and, where appropriate, accommodate, Aboriginal groups, when it contemplates conduct that may adversely affect potential or established Aboriginal or treaty rights. Potentially affected Aboriginal groups are consulted before the federal government makes decisions about proposed projects. The Agency is responsible for integrating Aboriginal consultation into the EAs that it conducts or manages to the greatest extent possible, which includes collaborating with provincial and territorial partners to share the results of consultation activities. Determining whether the federal Crown's actions will affect potential or established Aboriginal or treaty rights and ensuring that information is considered as part of federal decisions about projects requires the active participation of the Agency, federal departments with decision-making responsibilities, and the potentially affected Aboriginal groups.

### **Collaboration with Federal Partners**

Collaboration among federal departments and the Agency is essential to deliver high-quality EAs. In carrying out its responsibilities for the EAs of major projects, the Agency will seek information and advice from those federal departments that have decision-making responsibilities with respect to the project, as well as from those departments that have expertise in relation to the environmental effects of the project. The effective and timely delivery of high-quality EAs of major projects will depend on the continued availability of expert advice from these departments.

### **Considering Diverse Interests and Expectations**

Major projects often raise complex and controversial issues related to environmental protection, economic development, job creation, community and public expectations, Aboriginal rights and interests, and federal-provincial relations. Interested parties frequently have diverse and potentially conflicting views about projects and their environmental effects. Maintaining open and productive communication with all participants in the EA process can be challenging in this context; however, it is essential in ensuring that EA efficiently addresses the full range of potential environmental effects.

### **International Community**

International partnerships give Canada the opportunity to share EA expertise and research and learn from the experience of other countries. Keeping in step with the environmental initiatives of international organizations and other countries also helps to ensure Canada's competitiveness. The Agency will continue to develop relationships and maintain productive dialogue with other jurisdictions. In addition, the Agency will monitor fulfillment of Canada's obligations as a party to the United Nations Economic Commission for Europe's *Convention on Environmental Impact Assessment in a Transboundary Context*.

### ***Parliamentary Review of the Canadian Environmental Assessment Act***

The 2003 Act to amend the *Canadian Environmental Assessment Act* requires that a comprehensive review of the Act be undertaken by a parliamentary committee. The conduct of this review was referred to the House of Commons Standing Committee on Environment and Sustainable Development in June 2010. Once the Committee has completed its review, it will report to Parliament on its findings. The Agency will support the Minister of the Environment in reviewing and responding to the Committee's report, while continuing to deliver on its current responsibilities in an efficient and effective manner.

### ***Operating in a Dynamic Context and Responding to Change***

EA must be responsive to the dynamic, evolving economic, social, cultural, scientific, policy and legal context in which it takes place. The number, types and locations of projects subject to federal EA vary considerably with changes in the economy. For example, global commodity prices and demand for Canada's natural resources have a strong influence on the number of proposals in the mining and energy sectors. In addition, new types of projects and new technologies are continually being developed.

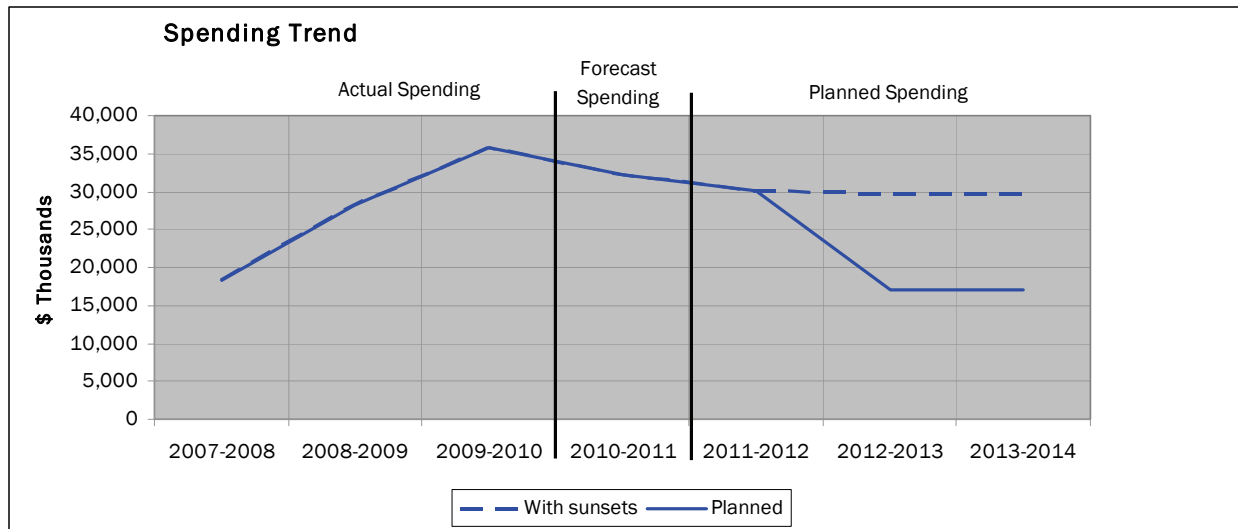
Knowledge and understanding of the natural environment continue to develop as new information becomes available; for example, in relation to the effects of climate change. However, EA remains a complex undertaking that must address uncertainty in both our understanding of the natural environment and our ability to forecast the changes that may occur in response to a project.

In addition, environmental and resource management objectives continue to evolve, as does the regulatory framework for environmental management, including EA, across the country.

Diverging views on projects and their environmental effects may also lead to litigation and cause shifts in the legal context for EA. For example, two Supreme Court of Canada decisions in 2010 specifically addressed issues pertaining to EA. When litigation is pending, it may cause uncertainty; however, direction from the Courts contributes to clarifying the application of the Act, as well as associated responsibilities, such as Aboriginal consultation. Ultimately, court decisions may affect the way federal EA is conducted.

The Agency must respond to the dynamic nature of the environment within which it operates by ensuring its practices and approaches are as effective as possible; and by continuing to have the right people in the right place at the right time with the tools and support to deliver on its responsibilities.

## Expenditure Profile



For the 2011–2012 fiscal year, the Agency plans to spend its \$30M authority to achieve the expected results of its program activities and contribute to its strategic outcome.

For the 2007–2008 to 2010–2011 periods, total spending includes all Parliamentary appropriation and revenue sources. It also includes carry-forward adjustments. For the 2011–2012 to 2013–2014 periods, the total spending corresponds to planned spending and revenues. Supplementary funding and carry-forward adjustments are unknown at this point and, therefore, are not reflected.

As a result of the Budget 2007 initiative to improve Canada's regulatory framework for major resource projects, the Agency has increased its spending trend up to 2011–2012. The Agency also received funding to integrate Aboriginal consultations into the EAs it manages. Both funding initiatives are scheduled to sunset by 2011–2012. For 2012–2013 and beyond, the Agency is reflecting its resource profile, based on planned appropriations with and without “sunsetting” initiatives for Aboriginal consultations for EA processes and for improved performance of the regulatory system for major resource projects.

### **Estimates by Vote**

Estimates by Vote are presented in the 2011–2012 Main Estimates, which are available here: <http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/info/info-eng.asp>.



## **SECTION 2: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME**

*In this section:*

- ◆ **2.1 Strategic Outcome**
- ◆ **2.2 Program Activity: Environmental Assessment Development**
- ◆ **2.3 Program Activity: Environmental Assessment Support**
- ◆ **2.4 Program Activity: Internal Services**

## 2.1 STRATEGIC OUTCOME

**Environmental considerations are taken into account in federal government decisions respecting policies, plans, programs and projects.**

This section provides information on the Agency's two program activities:

- Environmental Assessment Development; and
- Environmental Assessment Support.

The section provides a summary of each program activity and the key areas in which the Agency expects to deliver. It sets out expected results that will be measured, with corresponding performance indicators and targets, and presents the financial and non-financial resources that will be dedicated to each program.

The section also includes planning highlights, which identify the activities that the Agency plans to undertake under each program activity, and the benefits for Canadians that are associated with each program activity.

## 2.2 PROGRAM ACTIVITY: ENVIRONMENTAL ASSESSMENT DEVELOPMENT

### Program Activity Summary

The Environmental Assessment Development program activity establishes and maintains the policy and legislative foundation for the practice of EA at the federal level; and develops new and innovative ways to ensure the application of federal EA remains efficient and effective. The program activity aligns most closely with the Agency's priority to play a lead role in shaping the future of federal EA. The program activity also makes important contributions to the priority of building effective relationships with Aboriginal people.

The goal of this program activity is to ensure an effective and efficient federal EA process, taking into account interactions with other EA, consultative and regulatory decision-making processes in Canada. Pursuing this objective involves working with partners and stakeholders; monitoring and evaluating emerging issues and trends; and developing appropriate legislative, regulatory and policy responses to key issues.

Through this program activity, the Agency will deliver on the following key areas:

- Improving mechanisms for EA coordination with other jurisdictions to minimize duplication, simplify the process, and ensure timely delivery of high-quality EAs; and exploring opportunities to incorporate regional approaches.
- Elaborating the Agency's policy framework with respect to its role in integrating Aboriginal consultation into the EAs of major projects.
- Contributing to the review of the Act by the House of Commons Standing Committee on Environment and Sustainable Development; and supporting the Minister of the Environment in leading the development of the Government's response to the Committee's report and recommendations.
- Ensuring the regulations established under the Act are updated as necessary in order to remain effective.
- Continuing to strengthen the implementation of strategic environmental assessment (SEA) within the federal government.
- Supporting and implementing the horizontal initiative, led by Natural Resources Canada's Major Projects Management Office, which aims to improve the performance of the regulatory system for major resource projects.
- Working with other governments within Canada and internationally to share information and best practices that will contribute to delivering and promoting high-quality EA and to promote and reflect the understanding of "high quality" in the context of federal EA.

The following table provides the high-level expected results of this program activity and the associated performance indicators and targets. There is one key expected result associated with project-related EA under the Act, and one key expected result associated with SEA under the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*.

|   |   |
|---|---|
| <b>Expected Results of Program Activity:</b><br><b>Key issues are addressed, contributing to an improved federal environmental assessment framework consistent with the purposes of the <i>Canadian Environmental Assessment Act</i>.</b> |   |
| <b>Performance Indicators</b>   | <b>Targets</b>  |
| <ul style="list-style-type: none"> <li>Percentage of key issues being addressed through the development of new or amended policies, procedures, regulations or legislative proposals.</li> </ul>  | <ul style="list-style-type: none"> <li>Over five years, 100% of key issues are being addressed as a result of new or amended policies, procedures, regulations or legislative proposals.</li> </ul> |

|   |   |
|---|---|
| <b>Expected Results of Program Activity:</b><br><b>Federal departments have access to the training and information they need to implement the <i>Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals</i>.</b> |   |
| <b>Performance Indicators</b>   | <b>Targets</b>  |
| <ul style="list-style-type: none"> <li>Percentage of course participants from federal departments indicating their satisfaction with training course content and materials.</li> </ul>  | <ul style="list-style-type: none"> <li>85% of course participants from federal departments are satisfied with training course content and materials.</li> </ul> |

| <b>Human Resources (FTEs) and Planned Spending (\$ thousands)</b> |                  |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|
| <b>2011–2012</b>  |                  | <b>2012–2013</b> |                  | <b>2013–2014</b> |                  |
| FTEs  | Planned Spending | FTEs             | Planned Spending | FTEs             | Planned Spending |
| 41  | 4,306            | 33               | 3,404            | 33               | 3,404            |

### **Planning Highlights**

In order to achieve the expected results for this program activity, the Agency plans to undertake the following activities:

- Develop operational policy instruments as required to support staff at the Agency and in other departments in delivering high-quality EAs of major projects.
- Define and establish consistent policies and procedures to support the Agency's role of integrating Aboriginal consultation into the EAs of major projects and ensure that lessons learned are documented and applied appropriately across the country.
- Work with provincial officials to optimize the federal-provincial cooperation framework, including developing new or updating existing bilateral arrangements on EA cooperation.
- Identify and evaluate the need for new regulatory proposals to address emerging issues.
- Respond to requests from the House of Commons Standing Committee on Environment and Sustainable Development for information pertaining to the provisions and operation of the Act, including results of quality assurance studies.

- Support the Minister of the Environment in reviewing and responding to the report of the House of Commons Standing Committee on Environment and Sustainable Development following its review of the Act.
- Continue, in collaboration with federal departments and agencies, to strengthen SEA by developing a risk-based management framework; improving accountability and transparency; and enhancing guidance and training.
- Continue the development and implementation of map-based technologies using a geographic information system to assist Agency staff in the management of EAs and the delivery of Aboriginal consultation obligations.

### ***Benefits for Canadians***

A good EA system is vital to ensuring that environmental considerations are integrated into federal government decision making, thereby supporting quality of life for Canadians, environmental sustainability and economic competitiveness. The Environmental Assessment Development program activity ensures that federal EA remains effective and efficient and that it responds to Canada's evolving economic, cultural, technological, social and regulatory contexts. By delivering sound advice and approaches, the program activity contributes to the continual improvement of federal EA, allowing Canada's economy to grow while protecting the environment.

## **2.3 PROGRAM ACTIVITY: ENVIRONMENTAL ASSESSMENT SUPPORT**

### **Program Activity Summary**

The Environmental Assessment Support program activity focuses on delivering the Agency's responsibilities under the *Canadian Environmental Assessment Act* (the Act) and related policy direction. It aligns with the Agency's operational priorities to deliver high-quality EAs of major projects and build effective relationships with Aboriginal people.

The Agency ensures high-quality EAs of major projects through its support of review panels and delivery of the comprehensive study requirements of the Act. The Agency advises and assists the Minister of the Environment in establishing review panels and supports these panels in carrying out their mandate. When the comprehensive study requirements of the Act apply to a project, the Agency is responsible for meeting these requirements and preparing a comprehensive study report for consideration by the Minister of the Environment, with the exception of projects regulated by the National Energy Board or the Canadian Nuclear Safety Commission.

For review panels, and for the comprehensive studies it conducts, the Agency integrates the Government of Canada's Aboriginal consultation activities into the EA process to the greatest extent possible. This requires determining the nature and extent of consultation that may be required and integrating that consultation into the EA process. The objective is to avoid or mitigate adverse effects of the project in question on current uses of the land or on existing or potential Aboriginal and treaty rights; and identify any residual effects for the consideration of federal decision makers.

The Agency plays a central role in implementing the *Cabinet Directive on Improving the Performance of the Regulatory System for Major Resource Projects*, ensuring that the EA process is administered in a manner that will meet timelines set out in project agreements between federal authorities and leading the integration of federal Crown consultation activities.

The *James Bay and Northern Quebec Agreement* (JBNQA) is a constitutionally protected comprehensive land claims agreement, signed by the Government of Canada, the Government of Quebec, the Cree and the Northern Quebec Inuit in 1975. The Agency supports its President who, as the Federal Administrator, must review and determine whether projects of a federal nature proposed in the agreement territory should proceed. It also leads federal activities regarding the application of the JBNQA environmental and social impact-assessment regimes and the Act in the JBNQA territory.

The Agency will facilitate meaningful public participation in comprehensive studies and assessments by review panels through a participant funding program required by the Act. The Agency will provide EA training and learning to its own staff, as well as deliver training and guidance to stakeholders and partners involved in EAs. By providing training and guidance, the program activity contributes to a collaborative approach to delivering high-quality EAs.

The Agency will routinely examine and document lessons learned as it employs new approaches; and will apply these lessons when developing systems and tools for the delivery of EA management responsibilities. In all these activities, the Environmental Assessment Support program activity contributes to a whole-of-government approach in addressing cross-cutting and project-specific EA issues and developing appropriate responses.

Through this program activity, the Agency will deliver on the following key areas:

- Ensuring an effective, efficient and timely EA process for Canadians through its delivery of the EA of major projects.
- Coordinating with provincial and territorial EA processes to the greatest extent possible.
- Facilitating public participation in the review of projects by ensuring meaningful opportunities for input and providing funding to individuals and not-for-profit organizations.
- Supporting meaningful consultation with Aboriginal groups by providing funding to support their participation in federal EAs and related consultation activities; and by integrating, to the greatest extent possible, Aboriginal consultation into the EA of the major projects the Agency manages.
- Pursuing outreach activities to provide information on the conduct of federal EAs to encourage participation by Aboriginal groups.
- Promoting a sound understanding of federal EA requirements by delivering relevant and up-to-date training and guidance.
- Maintaining and managing the Canadian Environmental Assessment Registry Internet site.
- Maintaining good working relations with stakeholders and partners, including provinces, territories and Aboriginal groups.

| <b>Expected Results of Program Activity:</b>  |  |
|---|--|
| <b>The Agency contributes to a reduction in time to complete the EA of major resource projects.</b>   |  |
| <b>Performance Indicators</b>   | <b>Targets</b>   |
| <ul style="list-style-type: none"> <li>▪ Percentage of times the Agency meets the timeline for its activities, as established in the Major Projects Management Office Project Agreement.</li> </ul> | <ul style="list-style-type: none"> <li>▪ The Agency meets 100% of the timelines for its activities, as established in the Major Projects Management Office Project Agreement.</li> </ul> |

| <b>Expected Results of Program Activity:</b><br><b>A single environmental assessment report* produces the necessary information to support federal and provincial EA decisions when both jurisdictions require EAs of a project.</b> |  |
|--|--|
| Performance Indicators   | Targets  |
| <ul style="list-style-type: none"> <li>▪ Percentage of times a single environmental assessment report produces the necessary information to support federal and provincial EA decisions.</li> </ul>                                  | <ul style="list-style-type: none"> <li>▪ 80% of cooperative environmental assessments result in a single report that produces the necessary information to support federal and provincial EA decisions.</li> </ul> |

\* "Single environmental assessment report" means a submission from the proponent addressing the environmental effects of a project.

| <b>Expected Results of Program Activity:</b><br><b>Responsible authorities and proponents understand the Agency's role in implementing the major resource projects process.</b>   |  |
|---|--|
| Performance Indicators  | Targets  |
| <ul style="list-style-type: none"> <li>▪ Percentage of responsible authorities and proponents who agree that they understand the Agency's role in relation to the EA of projects subject to the major resource projects process.</li> </ul> | <ul style="list-style-type: none"> <li>▪ 85% of responsible authorities and proponents agree that they understand the Agency's role in relation to the EA of projects subject to the major resource projects process.</li> </ul> |

| <b>Expected Results of Program Activity:</b><br><b>Interests of Aboriginal groups in relation to EAs managed by the Agency are documented and presented to support decision making.</b> |  |
|---|--|
| Performance Indicators  | Targets  |
| <ul style="list-style-type: none"> <li>▪ Percentage of EAs managed by the Agency for which an Aboriginal consultation work plan is developed and implemented by the Agency.</li> </ul>  | <ul style="list-style-type: none"> <li>▪ An Aboriginal consultation work plan is developed and implemented for 100% of EAs managed by the Agency.</li> </ul> |

| <b>Expected Results of Program Activity:</b><br><b>The Agency facilitates meaningful public participation in federal EAs by providing funding to support certain activities.</b>                             |   |
|--|---|
| Performance Indicators   | Targets   |
| <ul style="list-style-type: none"> <li>▪ Percentage of funding recipients who agree that the funding provided by the Agency improved their ability to participate meaningfully in the EA process.</li> </ul> | <ul style="list-style-type: none"> <li>▪ 75% of funding recipients agree that the funding provided by the Agency improved their ability to participate meaningfully in the EA process.</li> </ul> |



|  |   |
|--|---|
| <b>Expected Results of Program Activity:</b><br><b>The Agency delivers high-quality EA training courses that are effective in providing practical skills and knowledge.</b>                      |   |
| <b>Performance Indicators</b>  | <b>Targets</b>  |
| <ul style="list-style-type: none"> <li>▪ Percentage of course participants who agree that the training given by the Agency was effective in providing practical skills and knowledge.</li> </ul> | <ul style="list-style-type: none"> <li>▪ 85% of course participants agree that the training given by the Agency was effective in providing practical skills and knowledge.</li> </ul> |

| <b>Human Resources (FTEs) and Planned Spending (\$ thousands)</b> |                  |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|------------------|
| <b>2011–2012</b>  |                  | <b>2012–2013</b> |                  | <b>2013–2014</b> |                  |
| FTEs  | Planned Spending | FTEs             | Planned Spending | FTEs             | Planned Spending |
| 140   | 17,692           | 77               | 8,603            | 77               | 8,603            |

### **Planning Highlights**

To achieve the expected results, the Agency plans to undertake the following activities:

- Apply effective management practices in planning and delivering its statutory and policy-based responsibilities for federal EA.
- Develop and implement service standards, best practices and guidance to support its staff in the delivery of its responsibilities.
- Lead interdepartmental committees to facilitate exchange of information and best practices; and develop and implement strategies to improve consistency and timeliness in federal EAs.
- Work with provinces to coordinate procedural and information requirements to the greatest extent possible.
- As Crown Consultation Coordinator for most EAs of major projects, work with federal authorities to apply a whole-of-government approach, efficiently and effectively, to consultation with Aboriginal groups potentially affected by those projects.
- Negotiate and implement an approach to the efficient and effective application of the Act in the territory covered by the JBNQA.
- Implement improvements to the delivery of the Participant Funding Program to support timely decisions on the provision of funding to the public and Aboriginal groups that are well aligned with participation and consultation plans.
- Deliver a comprehensive program of training events to both Agency staff and outside parties, particularly in support of the Agency's role in delivering comprehensive studies and integrating Aboriginal consultation into the EA process.
- Document the environmental, social and economic benefits achieved through the application of federal EA.

## ***Benefits for Canadians***

The Environmental Assessment Support program activity ensures a transparent and rigorous EA process that provides a thorough description of the environmental effects of a project, including measures to mitigate adverse effects; is informed by the participation of the public and Aboriginal groups; and is completed in a timely manner. As a result, the EA process delivers the information necessary to enable decisions to be made in support of sustainable development and in consideration of the environmental, economic and social interests of all Canadians.

## 2.4 PROGRAM ACTIVITY: INTERNAL SERVICES

| Human Resources (FTEs) and Planned Spending (\$ thousands) |                  |           |                  |           |                  |
|--|------------------|-----------|------------------|-----------|------------------|
| 2011–2012  |                  | 2012–2013 |                  | 2013–2014 |                  |
| FTEs   | Planned Spending | FTEs      | Planned Spending | FTEs      | Planned Spending |
| 61   | 8,009            | 52        | 5,055            | 52        | 5,055            |

The Internal Services program activity covers activities and resources that support program needs, as well as an organization's corporate obligations. The groups of activities and resources are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services are responsible for those activities and resources that apply across an organization only, and not for those provided specifically to a program.

Internal Services support the operating programs and activities of the Agency; and include many administrative activities normally performed outside program areas that cannot otherwise be allocated as program support overhead.

The objective of the Agency's Internal Services is to support core program activities by providing modern, timely and responsive services that are effective and efficient.

The major elements of Internal Services are:

|   |   |
|---|---|
| Finance and Administration                        | <ul style="list-style-type: none"> <li>Corporate finance and administrative functions, including senior management functions not directly attributable to any specific element of the two program activities</li> </ul> |
| Legal Services                                    | <ul style="list-style-type: none"> <li>Legal services provided by Justice Canada</li> </ul>   |
| Human Resources                                   | <ul style="list-style-type: none"> <li>Human resources management services and products</li> </ul>  |
| Communications                                    | <ul style="list-style-type: none"> <li>Communication resources associated with the provision of internal and external communications services and products, including translation costs</li> </ul>                      |
| Information Management and Information Technology | <ul style="list-style-type: none"> <li>The provision of general information management and information technology infrastructure and services</li> </ul>  |



## **SECTION 3: SUPPLEMENTARY INFORMATION**

***In this section:***

- ◆ **3.1 Financial Highlights**
- ◆ **3.2 Supplementary Information Tables**

## 3.1 FINANCIAL HIGHLIGHTS

The future-oriented financial highlights presented within this Report on Plans and Priorities are intended to serve as a general overview of the Agency's financial position and operations. These future-oriented financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management. Detailed financial statements can be found on the [Agency's Web site](#).

(\$ millions)

| <b>Future-oriented Condensed Statement of Operations<br/>for the Year Ended March 31</b> | <b>% Change</b> | <b>Future-oriented<br/>2011–2012</b> | <b>Future-oriented<br/>2010–2011</b> |
|--|-----------------|--------------------------------------|--------------------------------------|
| Expenses   |                 |                                      |                                      |
| <b>Total Expenses</b>  | (3%)            | 36.9                                 | 38.1                                 |
| Revenues   |                 |                                      |                                      |
| <b>Total Revenues</b>  | (26%)           | 3.2                                  | 4.3                                  |
| <b>Net Cost of Operations</b>  | <b>(0.3%)</b>   | <b>33.7</b>                          | <b>33.8</b>                          |

(\$ millions)

| <b>Future-oriented Condensed Statement of Financial Position<br/>for the Year Ended March 31</b> | <b>% Change</b> | <b>Future-oriented<br/>2011–2012</b> | <b>Future-oriented<br/>2010–2011</b> |
|--|-----------------|--------------------------------------|--------------------------------------|
| Assets   |                 |                                      |                                      |
| <b>Total Assets</b>  | (64%)           | 1.0                                  | 2.8                                  |
| <b>Total</b>   | <b>(64%)</b>    | <b>1.0</b>                           | <b>2.8</b>                           |
| Liabilities  |                 |                                      |                                      |
| <b>Total Liabilities</b>   | –               | 7.8                                  | 7.8                                  |
| Equity   |                 |                                      |                                      |
| <b>Total Equity</b>  | 36%             | (6.8)                                | (5.0)                                |
| <b>Total</b>   | <b>(64%)</b>    | <b>1.0</b>                           | <b>2.8</b>                           |

## **3.2 SUPPLEMENTARY INFORMATION TABLES**

All electronic supplementary information tables found in the *2011-2012 Report on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat's Web site at:  
<http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp>.

- Green Procurement Targets;
- Sources of Respendable Revenue;
- Upcoming Internal Audits and Evaluations over the Next Three Years; and
- User Fees.





## **SECTION 4: OTHER ITEMS OF INTEREST**

***In this section:***

- ◆ **4.1 Contacts for Further Information**

## **4.1 CONTACTS FOR FURTHER INFORMATION**

### ***Director of Communications***

Canadian Environmental Assessment Agency

160 Elgin Street, 22<sup>nd</sup> Floor

Ottawa, ON K1A 0H3

**Tel:** 613-957-0712

**Fax:** 613-957-0946

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

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

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

### ***Treasury Board Secretariat's Web Site***

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