

Impact Assessment Agency of Canada

2023–24

Departmental Plan

The Honourable Steven Guilbeault, P.C., M.P.
Minister of Environment and Climate Change and
Minister responsible for the Impact Assessment
Agency of Canada



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From the Minister

As the Minister responsible for the Impact Assessment Agency of Canada (the Agency), it is an honour to share the Agency’s 2023–24 Departmental Plan, which outlines the Agency’s work and how it intends to advance government-wide commitments.

In Canada, we are fortunate to be surrounded by an abundance of nature; however, with this privilege comes the responsibility to safeguard our natural treasures. The Government of Canada has taken action to protect our environment, while building a cleaner economy and delivering the required emissions reductions across our country.

Through the transparent and effective delivery of high-quality environmental and impact assessments, the Agency continues to ensure the government has the evidence and Indigenous Knowledge required to make solid, evidence-based decisions about major natural resource and infrastructure projects.

With numerous major projects planned over the next ten years, the Agency is at the forefront of ensuring Canada’s economic prosperity in a sustainable manner. Project assessments will be informed by the Government of Canada’s 2030 Emissions Reduction Plan objectives. These projects will develop critical minerals for electric vehicles and clean technology, such as wind power for hydrogen production, strengthen the collective effort towards a sustainable future, and contribute to a resilient economy. Smart project design will continue to mobilize innovation to drive the net-zero transition, while being mindful of how vulnerable communities cope with climate impacts.

Committed to a stronger nation-to-nation, government-to-government, and Crown-Inuit relationship with Indigenous Peoples, the Agency will continue to ensure that the rights and interests of Indigenous Peoples are respected throughout federal assessments. It will also continue to advance the Government of Canada’s commitment to reconciliation by strengthening partnerships with them, co-developing new cooperation agreement regulations with Indigenous Peoples, and supporting their capacity to participate meaningfully in assessments.

Challenges such as climate change, increasingly scarce resources, biodiversity loss, growing inequities, and changing technologies require the urgent need for stronger climate actions. In a reliable, transparent, and timely manner, the Agency will assess resource development projects to help shape Canada’s sustainable, low-carbon future.



It is my pleasure to invite you to read the Departmental Plan and learn more about the Agency's agenda for the year ahead.

The Honourable Steven Guilbeault, P.C., M.P. (he/him/il)
Minister of Environment and Climate Change, and Minister
responsible for the Impact Assessment Agency of Canada

From the President

The Impact Assessment Agency of Canada (the Agency) proudly presents its 2023–24 Departmental Plan, which outlines how we intend to meet our key objectives for the coming year.

Impact assessments are recognized as forward-looking instruments, informed by Indigenous Knowledge and western science. The participation of Indigenous groups, the public, and stakeholders is at the heart of impact assessments. Input from these groups helps to address complex technical issues and provides evidence to guide federal decisions in the public interest.



This is an exciting year, as the Agency will be growing its team of highly qualified employees. This growth will enable us to effectively manage our operations, conduct quality assessments, and deliver on Government of Canada priorities. Our focus remains on carrying out comprehensive impact assessments that examine the potential social, health, economic, and environmental effects of projects, including considering and managing cumulative effects.

In terms of consultation and engagement, we understand that Indigenous Peoples have a deep connection to their lands, and we aim to go beyond fulfilling the legal duty to consult. We will build on the results already achieved, strive to solidify meaningful Indigenous partnerships across the country, and strengthen support for participation in the assessment process. At the same time, we will aim to maximize Indigenous leadership in assessments.

Efficiency remains top of mind, which is why the Agency will continue collaborating and pursuing cooperation agreements with provinces, while also working with federal authorities and lifecycle regulators. To that end, we will continue working towards the “one project, one assessment” objective.

During the coming year, we will persist in our quest for excellence. We will build upon our experiences, create a more efficient impact assessment process, and help shape project designs that are best-in-class.

Terence Hubbard (he/him/il)
President
Impact Assessment Agency of Canada

Plans at a glance

The Impact Assessment Agency of Canada (the Agency) is a federal body that reports to the Minister of Environment and Climate Change. Under the *Impact Assessment Act* (IAA), the Agency is the lead federal organization responsible for conducting and administering environmental and impact assessments. In leading these assessments, the Agency is responsible for assessing the positive and negative environmental, economic, social, and health effects of designated projects. The Agency is also the Crown Consultation Coordinator for Indigenous consultations on designated projects.

An assessment (environmental or impact) is a planning and decision-making tool intended to assist project design, facilitate Indigenous, public, and stakeholder participation, and ensure that appropriate measures are identified and implemented to mitigate adverse impacts of designated projects.

In 2023–24, the Agency will:

- deliver high-quality environmental and impact assessments—based on scientific and evidence-based information and Indigenous Knowledge on key social, economic, health, and environmental effects—that promote positive effects and minimize adverse effects through mitigation measures;
- ensure predictable, efficient, relevant, and tailored environmental and impact assessment processes and decision-making by implementing the IAA and *Canadian Environmental Assessment Act, 2012* (CEAA 2012), while also developing related policies and guidance to help facilitate effective and efficient assessments;
- support the advancement of the Government of Canada’s commitment to reconciliation with Indigenous Peoples by forming meaningful partnerships across Canada, while aiming to maximize Indigenous leadership in assessments;
- enhance opportunities and mechanisms for the meaningful participation of Indigenous Peoples, the public, and stakeholders, and develop their capacity (i.e., knowledge, skills, and abilities) to contribute throughout the assessment process, and deliver engagement approaches and methods that are responsive to their needs;
- collaborate with provincial and territorial governments, Indigenous partners, other federal government departments and agencies, and international partners to meet Canada’s national and international obligations and responsibilities related to impact assessments;
- contribute to an improved understanding and management of effects of a project’s activities, including cumulative effects, by advancing the development of regional assessments in cooperation with other jurisdictions and organizations, and by considering

opportunities for strategic assessments of federal policies, plans, programs or issues relevant to conducting impact assessments; and

- strengthen internal capacity to provide effective and timely professional support in the delivery of the Agency’s priorities.

For more information on the Agency’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.

Core responsibilities: planned results and resources, and key risks

This section contains information on the department’s planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Impact Assessment

Description

To foster sustainability, the Agency undertakes high-quality federal assessments of proposed projects based on scientific information and Indigenous Knowledge to assess health, social, economic, and environmental effects, and impacts on Indigenous Peoples and rights. These assessments inform government decisions on whether proposed projects are in the public interest. The Agency conducts compliance and enforcement activities to ensure proponents adhere to the legislation, including the conditions in decision statements.

Planning highlights

In 2023–24, in alignment with the Government of Canada’s mandate to promote sustainability, and amid the ongoing transition from CEAA 2012 to the IAA, the Agency will continue to conduct thorough, timely, and effective environmental and impact assessments. The Agency will continue working with provinces and territories to determine the best approach for formalizing cooperation under the IAA. It will also coordinate efforts among federal authorities regarding detailed legislative requirements on processes for planning and conducting assessments.

Before decisions are made, the Agency will provide decision-makers with the best possible advice and information on environmental, health, social, and economic effects to mitigate adverse impacts by capturing and considering information provided by Indigenous partners, the public, and stakeholders. Fostering this meaningful participation will be achieved by increasing access to information that Indigenous groups, the public, and stakeholders need to participate in an informed manner. The Agency will continue engaging with Indigenous groups early in the assessment process in an effort to reduce unanticipated issues and delays, and strengthen government-to-government relationships.

Departmental Result: Designated projects that proceed foster sustainability

Under the IAA, one of the factors considered in impact assessments is the extent to which a designated project contributes to sustainability in a manner that protects the environment and contributes to the health, social, and economic well-being of Canadians. The Agency’s analysis of a project’s contribution to sustainability helps to provide a holistic understanding of a project’s positive and adverse effects, the interactions between these effects, and their long-term consequences. This broader understanding of the potential effects of a project supports informed

decision-making regarding potential environmental, health, social, and economic effects of present and future communities.

For a project to proceed, the decision statement includes clear, measurable, and enforceable conditions—consisting of mitigation measures and a follow-up program—with which project proponents must comply. To ensure that projects, even those with potential adverse effects that will be mitigated, are in the public interest and promote a transparent approach to informed decision-making, the Agency will:

- identify mitigation measures to eliminate, reduce or control the potential adverse effects of a designated project and provide restitution for damage to the environment through replacement, restoration, compensation or other means;
- institute follow-up programs to verify the accuracy of predictions made in project assessments, determine the effectiveness of mitigation measures, identify whether unanticipated effects are occurring, and facilitate suitable responses to emerging issues through monitoring committees and adaptive management;
- recommend potential conditions for each project that consider public interest factors and address adverse effects within federal jurisdiction upon which a project may proceed; and
- incorporate comments on potential conditions received from proponents, the public, Indigenous groups, and other stakeholders into the recommended conditions prepared for the Minister to integrate into the decision statement.

Strong decision statements—outlining the reasons for the determination and enforceable conditions—maintain transparency and accountability and help protect the environment, the well-being of Canadians, and Indigenous rights. To promote and enforce compliance with the IAA and conditions in the decision statements issued to proponents, the Agency will:

- conduct inspections of designated projects or coordinate inspections with other federal, provincial or territorial authorities to verify compliance with the IAA, accompanying regulations, and decision statements;
- take enforcement actions, when necessary, such as notices of non-compliance, orders, injunction applications, charges laid in a prosecution, and fines, to ensure that corrective actions are taken to restore compliance and avoid further adverse effects; and
- require the proponent to provide sufficient information or conduct studies on any changes in a project's design, construction or operation plans that may result in effects that differ from the completed assessment.

The Agency will continue to undertake inspection activities to fulfill its responsibility to verify compliance and prevent non-compliance. These activities include on-site inspections—

conducted where the designated project is carried out—and off-site inspections, which include responding to complaints and reviewing reports, implementation schedules, and plans submitted by the proponent to the Agency.

To promote accessibility and accountability while respecting the principles of the *Access to Information Act*ⁱ and *Privacy Act*ⁱⁱ, the Agency discloses compliance and enforcement information through the *Canadian Impact Assessment Registry*ⁱⁱⁱ (the Registry). Examples of disclosed compliance and enforcement information include summaries of inspection reports, notices of non-compliance, charges laid in prosecution, and the result.

Departmental Result: Stakeholders and Indigenous groups meaningfully participate in the assessment process

The Agency provides Indigenous groups and communities, the public, and stakeholders who may be affected by a project with opportunities to participate effectively and meaningfully in assessment, monitoring, and follow-up activities. The Agency ensures that the perspectives, input, and information received identify issues, assess impacts, and mitigate the potential adverse effects of the project. Through consultation and engagement activities, the Agency improves the efficiency, transparency, and effectiveness of the assessment process and the scope of information available. Consideration of participants' input, views, and perspectives ultimately leads to better-informed assessment outcomes and improves public trust in the assessment process.

To reduce financial barriers for interested participants and improve relationships with Indigenous groups and the public, the Agency's funding programs provide support to facilitate participation in in-person or virtual consultation and engagement sessions and produce reports and comments on assessment-related documents. To that end, the Agency will continue proactively seeking Indigenous and public input and support meaningful participation in assessment processes by delivering the:

- *Policy Dialogue Program*^{iv} (PDP) to the public and Indigenous Peoples who demonstrate a direct interest, expert advice or Indigenous Knowledge relevant to the development of policies, methodologies, tools, guidance, and assessment practices. The PDP also supports dialogue with the Agency through technical and regional workshops, the *Technical Advisory Committee on Science and Knowledge*^v, the *Indigenous Advisory Committee*^{vi}, and other stakeholder engagement activities;
- *Indigenous Capacity Support Program*^{vii} to Indigenous communities and organizations to bolster the development of local and regional Indigenous Knowledge and their capacity to participate effectively and take a leadership role in assessment activities; and

- [Participant Funding Program](#)^{viii} (PFP) to the public and Indigenous communities or organizations who can provide relevant knowledge or expertise and value-added information or have a direct local interest, community or Indigenous Knowledge, and interest in the project’s impact on treaty lands. The PFP helps recipients participate during an assessment process (whether project-specific, regional or strategic).

In 2023–24, the Agency will continue to advance the Crown’s relationship with Indigenous Peoples through the newly established Indigenous Relations sector by advancing ongoing cooperation, communication, and engagement in policy development and assessment processes. Building and deepening relationships with Indigenous Peoples using engagement methods aligned with the needs of different communities enable the Agency to gather critical information in ways that ensure recipients feel heard and their perspectives are considered. Conducting consultation activities with Indigenous groups entails providing customized opportunities for sharing and gathering information, which includes:

- communicating routinely with Indigenous communities about workshops, technical meetings, focus groups, training, policy issues, and engagement opportunities through digital tools to enable a two-way dialogue for important project issues;
- using the Registry to provide a forum to share comments and access project files;
- facilitating engagement through open houses, social media, community meetings, or meetings with Indigenous community leaders and elders;
- strengthening the capacity of Indigenous communities to improve their preparedness for, knowledge of, and technical expertise on impact assessments and related activities;
- using a flexible, consent-based approach for Indigenous groups interested in dialogue with the Agency, while incorporating multiple accommodation measures, safety and security protocols, guiding principles, and training for consultation teams; and
- providing information on training to Indigenous Peoples on the impact assessment process.

In addition to providing information to Indigenous Peoples, the Agency will also deliver training to the public and stakeholders on the impact assessment process through online, instructor-led, and self-paced training materials. It will continue to tailor training opportunities to the specific learning needs of the audience.

Departmental Result: Scientific and evidence-based information, and Indigenous Knowledge on key health, social, economic, and environmental effects are available to inform project assessment processes, including impact assessment reports, decisions and conditions

The Agency is responsible for conducting high-quality assessments of designated projects based on scientific and evidence-based information and Indigenous Knowledge in a timely and predictable manner while promoting policies and practices for federal assessments. In addition to conducting assessments, the Agency also supports assessments led by independent and integrated review panels, conducts regional and strategic assessments, and establishes cooperative approaches, including assessments, with provincial and territorial jurisdictions to reinforce the “one project, one assessment” objective.

In 2023–24, the Agency will continue to lead and support assessments of the highest quality that protect the environment, enhance economic development and competitiveness, and increase trust in the transparency and certainty of assessment processes by:

- implementing the Pre-planning and [Planning phase](#)^{ix} for designated projects, which involves posting the initial and detailed project descriptions, engaging with Indigenous groups and the public, developing plans, preparing the draft [Tailored Impact Statement Guidelines](#)^x (TISG), and issuing the Notice of Commencement;
- implementing the [Impact Statement phase](#)^{xi} for designated projects, which includes developing the Terms of Reference, supporting the proponent, reviewing the draft Impact Statement, posting the Impact Statement and the Notice of Determination on the Registry, and engaging with Indigenous groups, expert federal organizations, the public, and provincial jurisdictions;
- implementing the [Impact Assessment phase](#)^{xii} for designated projects by preparing the Impact Assessment Report, potential conditions, and Consultation Report (including comments received from Indigenous groups, the public, and stakeholders) for the Minister in support of evidence-informed decision-making;
- supporting independent review panels and integrated review panels with lifecycle regulators, by providing technical and procedural support, preparing policies, frameworks, consultation approaches, strategies, and fulfilling various administrative functions;
- planning and conducting regional assessments with relevant jurisdictions and federal authorities and developing new policy guidance materials related to regional assessments to better understand and manage cumulative effects; and

- responding to requests for strategic assessments, and identifying potential priorities for these assessments, in order to consider effects and issues from a wider perspective, and thereby broadening the consideration of cumulative effects.

Through open and transparent processes, the Agency will continue to promote and develop policy frameworks, regulations, guidance documents, other tools, and best practices on assessments.

In 2023–24, the Agency will:

- undertake efficient assessments and promote the “one project, one assessment” objective by collaborating with provincial, territorial, and Indigenous jurisdictions as well as federal authorities;
- advance work on the Agency’s [Forward Regulatory Plan](#)^{xiii} containing new regulatory initiatives to support the effective implementation of the IAA;
- engage with international jurisdictions and organizations to ensure Canada meets its international obligations, that its impact assessments priorities are reflected in international agreements, and that proper consideration is given to transboundary impacts outside of Canada;
- lead interdepartmental committees to facilitate the exchange of best practices to improve the timeliness and quality of assessments led by federal authorities of projects on federal lands and outside of Canada;
- coordinate and receive interdepartmental input through the Deputy Minister Impact Assessment Committee, which provides oversight and strategic direction on issues, such as the implementation of the IAA, inter-jurisdictional agreements, and Indigenous accommodation approaches; and
- advise on various policy issues and guidance documents regarding IAA implementation by consulting with committees comprising external experts, including the:
 - [Indigenous Advisory Committee](#)^{xiv} (IAC)—comprised of First Nations, Inuit, and Métis peoples—which provides recommendations on policies and guidance, ensuring that unique rights, interests, and perspectives of Indigenous Peoples are acknowledged, affirmed, and implemented in assessments;
 - [Circle of Experts](#)^{xv}—comprised of First Nations, Métis, and Inuit members with expertise related to impact assessment—an IAC sub-committee that works with the Agency on proposed Indigenous cooperation agreement regulations; and

- [Technical Advisory Committee on Science and Knowledge](#)^{xvi}, which provides expert advice on impact, regional, and strategic assessments regarding scientific, environmental, health, social, and economic issues.

Further, the Agency will continue to support the [Minister’s Advisory Council on impact assessment](#)^{xvii}, which provides the Minister with non-partisan information and advice related to impact, regional, and strategic assessments under the IAA. Guidance focuses on the effectiveness and efficiency of processes implemented by the Agency and federal authorities. In 2023, it will deliver its second report to the Minister.

As part of its commitment to science, evidence, and continuous improvement, in 2023–24, the Agency will continue to support research related to impact assessments through the [Impact Assessment Agency of Canada Research Program](#).^{xviii} As part of this program, the Agency engages in partnerships with many individual researchers and organizations, including the Network for Expertise and Dialogue on Impact Assessment and the Natural Sciences and Engineering Research Council of Canada. These partnerships aim to expand the impact assessment research community and encourage the dissemination of research findings related to the IAA and impact assessment.

Departmental Result: Impact assessment processes respect the rights and culture of Indigenous Peoples, and Canada’s commitment to partner with them

Indigenous partners play a meaningful role in every part of project assessments, and the Agency collaborates with them to build confidence and gives voice to Indigenous stewardship and jurisdiction in assessment processes. By incorporating Indigenous Knowledge and input throughout these processes, the Agency increases transparency and ensures that the rights and culture of the Indigenous Peoples are respected and protected.

Developing and maintaining relationships and partnerships with Indigenous Peoples is critical to achieving high-quality, effective, and timely assessments. Informed by the Truth and Reconciliation Commission Calls to Action, the Agency is committed to implementing the commitments in the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)^{xix} (UN Declaration Act), moving beyond fulfilling Canada’s constitutional obligations related to Indigenous and treaty rights.

Under CEAA 2012 and the IAA, the Agency coordinates Crown Consultation activities for assessments conducted by the Agency or by a review panel and is the Crown Consultation Coordinator for all federally-led impact assessments under the IAA. During assessment processes, the Agency consults with Indigenous groups to assess how the proposed project may adversely impact potential or established Indigenous or treaty rights and identify ways to avoid or minimize those potential adverse impacts. The Agency will build on existing relationships and

establish new ones, while developing informal partnerships and collaborative working arrangements to support their participation in policy development and assessment processes.

In 2023–24, the Agency will respect the rights and culture of Indigenous Peoples and deepen its relationship and partnerships with them by:

- ensuring that Indigenous perspectives, concerns, and knowledge are made integral to informed decision-making;
- collaborating with Indigenous communities to review designated projects and identify potential impacts on their rights;
- developing a draft reconciliation framework to help guide the Agency’s work with Indigenous Peoples;
- developing guidance to support impact assessment practitioners’ work with Indigenous Peoples, including policies and supporting tools for key issues such as the breadth of consultation, accommodation, and Indigenous Knowledge;
- conducting outreach to Indigenous communities according to Agency policy and reconciliation commitments, while building their capacity and exchanging information;
- structuring the Agency’s work to advance engagement with Indigenous groups, organizations, and stakeholders in support of high-quality, timely, and effective impact assessments;
- using collaboration agreements and other mechanisms to support Indigenous-led assessments;
- advancing work to co-develop regulations and policy that support the implementation of Indigenous cooperation agreements, including through a national engagement process with rights-holders on the discussion paper currently being prepared jointly with the Circle of Experts;
- supporting the negotiation and implementation of treaties and treaty amendments and harmonization with the IAA, including recognizing of Indigenous rights, self-determination, and self-governance; and
- working with Indigenous Services Canada and Crown-Indigenous Relations and Northern Affairs Canada to negotiate assessment provisions in agreement with Indigenous Peoples.

Additionally, the Agency’s President, as part of his federal administrative responsibilities, will review and determine whether federal projects proposed under the *James Bay and Northern Quebec Agreement* or the *Northeastern Quebec Agreement* should proceed and under which conditions. Supporting the President, the Agency will continue implementing the impact assessment process, effectively and efficiently, in areas where the IAA and other impact

assessment requirements established under land claim agreements co-exist (e.g., *Nisga'a Final Agreement*, *Labrador Inuit Land Claims Agreement*, and *Tsawwassen First Nation Final Agreement*, etc.).

Gender-based analysis plus

For assessments under CEAA 2012, the Agency will apply [Gender-based Analysis Plus \(GBA Plus\)](#)^{xx} for projects requiring a Governor-in-Council decision as to whether a project's significant adverse environmental effects will be justified in their given circumstances. This analysis will continue to inform all Governor-in-Council decisions.

Under the IAA, the intersection of sex, gender, and other identity factors must be considered in all impact assessments. In 2023–24, the Agency will set out requirements in the TISG issued to the proponents of projects under the IAA and make the application of GBA Plus mandatory for all project description and impact statement submissions by proponents and the corresponding Impact Statement Report produced by the Agency. The Agency will also continue to institutionalize GBA Plus, including through data collection guidelines for organizations that it funds. This will help monitor the application of GBA Plus and its integration into support documents provided to the Minister and Cabinet for decision-making.

Guidance on applying GBA Plus in impact assessment is available on the Agency's [GBA Plus in Impact Assessment](#)^{xxi} web page. The Agency's obligation under the IAA to apply GBA Plus to the assessment process aligns with one of the Calls to Justice (13.2) in the Final Report on Missing and Murdered Indigenous Women and Girls.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The Agency's planned activities under its Impact Assessment core responsibility support Canada's efforts to address the United Nations' 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). In particular, the Agency contributes to reducing inequalities (SDG 10) by co-managing natural resources, collaborating, and sharing benefits with Indigenous Peoples. The Agency also contributes to peace, justice, and strong institutions (SDG 16) by:

- minimizing the adverse effects of projects through impact assessments;
- promoting evidence-based decision-making that considers public and Indigenous community input, including Indigenous Knowledge;
- fostering research to support high-quality impact assessments;
- meaningfully consulting and accommodating Indigenous Peoples and considering Indigenous Knowledge in impact assessment and regulatory processes;

- providing the public and Indigenous Peoples with a voice in impact assessment and regulatory processes; and
- supporting fair, transparent, and predictable impact assessment and regulatory processes.

Along with all other federal organizations, the Agency contributes to the Government of Canada’s commitment to reduce greenhouse gas emissions and the transition to net-zero carbon operations (SDG13).

Innovation

To improve meaningful public engagement and transparency, the Agency is exploring the use of two technologies: an automated subscription service and a mobile application. The subscription will aim to simplify and improve user experience in the Registry. The mobile application will issue alerts and enable the Agency to examine user engagement.

Key risks

Key risks	Mitigation strategies
<p>Fluctuation of economic activity and commodity price</p> <p>The Agency operates in a continuously changing environment influenced by outside factors, including the rapidly evolving effects of climate change and the ongoing COVID-19 pandemic. In particular, economic factors affect the type, volume and distribution of projects that will require assessments, including regional distribution.</p>	<p>The Agency consistently maintains proactive relationships with proponents to obtain early indications of potential projects, so that project volume can be forecasted and adjustments made to the Agency’s work plan. The Agency will continue to maintain these relationships to better manage and plan its workload.</p> <p>The Agency will continue to reallocate resources, where possible, to address fluctuations in project volume, when needed.</p>
<p>Dependency on global and domestic economic performance, and recovery from the global COVID-19 pandemic</p> <p>Effective delivery of the Agency’s mandate is linked directly to global and domestic economic performance, which affects the Agency’s operations (including the ability of stakeholders and Indigenous Peoples to participate in IAA-related processes). This becomes particularly important as Canada moves into the post-COVID-19 recovery period.</p>	<p>The Agency continues to assess the COVID-19 situation, adjust consultation activities, and provide flexibility as needed to prioritize the health and safety of Canadians, while fulfilling its responsibility to conduct meaningful engagement with interested groups.</p> <p>The Agency also continues to monitor impacts related to spending and makes adjustments as required related to spending on classes of public service activities such as travel, delays in major capital projects, cancellation of contracts, delays in planned staffing, etc.</p>
<p>Inadequate or ineffective Crown Consultations and Indigenous participation</p> <p>Effective Indigenous consultation, engagement and partnership requires the meaningful participation of potentially affected Indigenous Peoples or organizations, as well as other authorities, as measures proposed to avoid or minimize potential impacts on Indigenous Peoples</p>	<p>Under the IAA, the Agency acts as the Crown Consultation Coordinator for designated projects subject to federal impact assessment to ensure better and more consistent implementation of the IAA. As a result of this role, the Agency is now better positioned to implement changes and share information across the impact assessment system, in particular through the Assistant Deputy</p>

Key risks	Mitigation strategies
<p>may rest within their areas of expertise. This includes creating conditions to support this meaningful participation and consultation.</p> <p>To fulfill the federal Crown’s duty to consult, the Agency acts as the Crown Consultation Coordinator for designated projects subject to federal impact assessments.</p> <p>For assessments by integrated review panels of proposed energy infrastructure projects that are designated projects, as appropriate, Crown Consultations will be conducted jointly by the Agency, the Canada Energy Regulator and the Canadian Nuclear Safety Commission.</p>	<p>Minister and Deputy Minister Impact Assessment Committees.</p> <p>Although the Agency’s current practices have proven effective to meet the Crown’s duty to consult, this experience needs to be garnered to enable the Agency to continuously adapt to increased expectations and requirements associated with consultation, including the shifting public and legal environment, and the complex interests of Indigenous groups.</p> <p>The increased resources announced for the Agency in the 2022 Fall Economic Statement^{xxii} will help its ability to adapt to the uncertainty while continuing to enhance Indigenous consultation so Indigenous concerns continue to be heard and considered throughout the impact assessment process.</p> <p>The Policy Dialogue Program^{xxiii} helps to mitigate this risk by enabling Indigenous Peoples to participate in the development of policies and guidance—either through engagement or co-development— that shapes the way in which impact assessments are conducted, thereby creating processes that better address their concerns and accommodate their specific needs.</p> <p>The success of any consultation in addressing concerns is dependent on the cooperation among federal authorities. Effective support within and from these authorities is key to any successful consultation.</p> <p>In addition, the Participant Funding Program^{xxiv}, which covers a portion of the costs incurred by Indigenous Peoples, reduces financial barriers to Indigenous participation in consultations on designated projects.</p>
<p>Lack of capacity among Indigenous Peoples to participate in assessments and Crown Consultations</p> <p>For Indigenous Peoples to participate meaningfully in assessment processes, and Crown Consultation activities, they need to have the capacity to do so. This includes ensuring they have the support (including funding), knowledge, information, skills, and abilities to participate, and that participation opportunities are accessible and available to Indigenous Peoples.</p>	<p>The PFP covers a portion of costs incurred by Indigenous Peoples to participate in assessments, and will help reduce financial barriers for their participation in consultations. As well, the Agency’s Indigenous Capacity Support Program^{xxv} provides funding to Indigenous communities and organizations, outside of the context of specific project assessments, to support capacity building in Indigenous communities so they can better participate in current and future assessments.</p> <p>In addition to providing funding, the Agency strives to ensure Indigenous groups have the capacity to participate in assessment processes</p>

Key risks	Mitigation strategies
	<p>and Crown Consultations through various efforts, for example:</p> <ul style="list-style-type: none"> • timely sharing detailed information about the project or activity; • providing support as required; and • providing sufficient time for Indigenous Peoples to assess adverse impacts and present their concerns.
<p>Duplication of effort due to shared responsibilities</p> <p>Under the <i>Constitution Act, 1867</i>^{xxvi}, environmental management is an area of shared responsibility between federal, provincial, and territorial governments. As a result, some projects may require both a federal and a provincial assessment.</p>	<p>The Agency seeks to strengthen cooperation with provinces and territories through the development of cooperative tools and mechanisms to enable better coordination, alignment of assessment timelines and processes, and to facilitate cooperation.</p> <p>The IAA also enables the Government of Canada to substitute a provincial assessment process for the impact assessment process when certain conditions are met and both provincial and federal processes apply to a project. In addition, the IAA allows for the establishment of a joint review panel, which results in a single Impact Assessment Report that can be used for decision-making by both levels of government. These processes reduce duplication and are consistent with the purposes of the IAA.</p>
<p>Non-compliance with conditions</p> <p>Decision statements contain clear, measureable, and enforceable conditions, including mitigation measures and follow-up requirements to which proponents must comply.</p> <p>Related to this is a potential lack of capacity to identify the need for adaptive management or alternative measures if mitigation measures do not work as planned, or are not possible.</p> <p>The COVID-19 pandemic brought to light vulnerabilities associated with the Agency's ability to monitor compliance because of restrictions and precautions associated with in-person inspections.</p>	<p>As laid out in its <i>Compliance Promotion and Enforcement Policy for Designated projects</i>^{xxvii}, the Agency's Compliance and Enforcement Program promotes and verifies compliance and determines appropriate responses to situations involving non-compliance.</p> <p>The COVID-19 pandemic served as an impetus for the Agency to evaluate new approaches to compliance verification, including the use of drones, remote sensing technologies (e.g., use of satellite imagery), and artificial intelligence. Consideration is being given to the feasibility of deploying artificial intelligence for compliance and enforcement activities, in particular, over the next few years.</p> <p>Ensuring there are clear roles and responsibilities, between the Agency and other federal authorities, including predictable post-decision engagement requirements for the engagement of federal authorities will help mitigate this risk.</p>

Key risks	Mitigation strategies
<p>Not achieving deliverables or expected results due to the horizontal nature of the initiative</p> <p>Many phases and aspects of the impact assessment process require collaboration and coordination across federal departments/agencies, with other jurisdictions, and external parties. For example, for a project assessment, departments/agencies must provide expert advice to the Agency to inform its subsequent report.</p>	<p>The Agency chairs the Deputy Ministers and Assistant Deputy Minister Impact Assessment Committees, which provide oversight and management for IAA implementation, including, monitoring implementation and results. The Agency will continue to work collaboratively with relevant departments/agencies to improve implementation as required based on ongoing monitoring and reporting, as well as periodic evaluation.</p> <p>In addition, the Agency has Memoranda to Understanding (MOUs) with many federal authorities that clarify expectations and processes. All MOUs will continue to be implemented, and will be reviewed and revised as and when required.</p> <p>As part of specific projects, the Agency also develops project-specific work plans for each phase of the IA process, which increases the collective understanding of anticipated deliverables and timeframes.</p>
<p>Not meeting the expectations of Indigenous Peoples and stakeholders</p> <p>Impact assessment intersects with the interests of numerous parties, including Indigenous Peoples, provinces and territories, industry, environmental groups, and the public. Introduction of the IAA in August 2019 has raised expectations significantly, with respect to what the impact assessment process will deliver.</p> <p>Specific to Indigenous Peoples, the UN Declaration Act^{xxviii} introduced new expectations, including the implementation of free, prior and informed consent (FPIC) in federal policies and practices.</p> <p>Indigenous Peoples have significant expectations that they will be included in impact assessment decision-making and will be partners in the impact assessment process. They expect that their rights and traditional territories will be protected, and have high expectations related to the Government's commitments to reconciliation and the implementation of the UN Declaration Act.^{xxix}</p> <p>Provinces and territories expect impact assessment processes to respect their jurisdiction. They expect a one-project, one-assessment approach that avoids duplication.</p>	<p>The approach for the implementation of the impact assessment process was developed through collaboration with stakeholders and Indigenous communities, which mitigates this risk.</p> <p>The Agency will continue to work with stakeholders and Indigenous communities throughout the implementation of the impact assessment processes to ensure the approach taken meets the needs of stakeholders and Indigenous communities.</p> <p>The IAA established advisory bodies (i.e., Indigenous Advisory Committee^{xxx}, Technical Advisory Committee^{xxxi}, and Minister's Advisory Council^{xxxii}) to gain input from stakeholders and Indigenous communities throughout impact assessment processes. The Agency will continue to consider the advice from these bodies to improve and adapt processes.</p> <p>The impact assessment approach is comprehensive, horizontal, and multi-faceted. It includes elements that respond to specific critiques of the previous environmental assessment process, including through:</p> <ul style="list-style-type: none"> • the Planning phase that ensures early engagement of the public and Indigenous Peoples; • more flexibility to enhance cooperation across other jurisdictions;

Key risks	Mitigation strategies
<p>Industry expects a timely, predictable process.</p> <p>Environmental groups want a process that fosters sustainability, and the public wants a transparent, trustworthy process.</p>	<ul style="list-style-type: none"> • improved transparency of the process and decision-making supported by a renewed project Registry; • enhanced evidence and independent reviews of science; and • investments in supporting science and data.
<p>Exposure or loss or damage resulting from cybersecurity threats</p> <p>Implementation of the IAA involves the use of multiple online systems, including the Agency’s Registry, networks, servers, and other applications. Given the importance of this work, risk associated with cybersecurity threats requires vigilance to protect our systems to ensure the efficient and effective implementation of assessment processes and the availability of information related to assessments and cumulative effects.</p>	<p>The Agency has programs and processes in place to remain vigilant and to address cybersecurity threats as quickly as possible.</p> <p>In addition, the Agency is actively working to increase cybersecurity capacity among its Information Management/Information Technology teams to be better able to monitor, mitigate, and respond to these threats effectively and efficiently if/when required.</p>

Planned results for Impact Assessment

The following table shows, for the Agency, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Designated projects that proceed foster sustainability	Percentage of projects for which reporting indicates that the vast majority of mitigation measures set out in the Decision Statement effectively address adverse effects of the project	At least 90%	March 2024	Not available	Not available	Not available
Stakeholders and Indigenous groups meaningfully participate in the assessment process	Percentage of stakeholders and Indigenous groups participating in assessment-related engagement / consultation activities who agree they were engaged meaningfully in the assessment process	To be determined in 2023–24	March 2024	Not available	Not available	Not available
Scientific and evidence-based information, and Indigenous Knowledge on key health, social, economic, and environmental effects are available to inform project assessment processes, including impact assessment reports, decisions and conditions	Percentage of stakeholders and Indigenous groups who agree that scientific and evidence-based information and Indigenous Knowledge on key health, social, economic, and environmental effects are accessible	To be determined in 2023–24	March 2024	Not available	Not available	Not available
Impact assessment processes respect the rights and culture of Indigenous Peoples, and Canada's commitment to partner with them	Percentage of Indigenous groups who agree they have a productive and collaborative relationship with IAAC	At least 70%	March 2024	Not available	Not available	Not available
<p>Note: Indicator results are unavailable for 2020–21, 2021–22, and 2021–22 as the Departmental Results Framework was updated for 2023–24 based on lessons learned and to ensure alignment and consistent measurement across frameworks.</p>						

The financial, human resources and performance information for the Agency’s program inventory is available on [GC InfoBase](#).^{xxxiii}

Planned budgetary spending for Impact Assessment

The following table shows, for Impact Assessment, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
79,474,598	79,474,598	84,956,197	65,967,986

Financial, human resources and performance information for the Agency’s program inventory is available on [GC InfoBase](#).^{xxxiv}

Planned human resources for Impact Assessment

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
427	476	369

Financial, human resources and performance information for the Agency’s program inventory is available on [GC InfoBase](#).^{xxxv}

Internal services: planned results

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ management and oversight services
- ▶ communications services
- ▶ legal services
- ▶ human resources management services
- ▶ financial management services
- ▶ information management services
- ▶ information technology services
- ▶ real property management services
- ▶ materiel management services
- ▶ acquisition management services

Planning highlights

By contributing to results while delivering services to meet evolving needs, Internal Services strengthen the Agency’s capacity to implement the IAA and fulfil its commitments in a cost-effective and timely manner. This will be particularly important in 2023–24 as the Agency begins a three-year period of expected growth in human resources. Internal Services will continue to offer corporate support and ensure that the Agency is adequately equipped to deliver on its core responsibility by:

- recruiting and retaining a high-performing and diverse workforce to deliver high-quality assessments;
- providing communication services and products such as media plans, public notices to advertise assessment milestones, news releases, translation services, fact sheets, and videos to improve public participation and understanding of the assessment process;
- administering a new centre of excellence in grants and contributions that will guide transfer payments, review contribution agreements, and provide advice throughout the grants and contribution lifecycle;
- ensuring effective stewardship of current and incremental financial resources, including preparing financial reports and reporting public accounts;
- updating and modernizing its digital environment by integrating and effectively managing service delivery, data, information technology, and cyber security through:
 - user design, collaboration, and frequent iteration and improvement;

- open standards and solutions;
- accessible design at the onset of service delivery;
- addressing security and privacy risks and designing ethical standards; and
- effective data stewardship;
- coordinating the Registry, while publishing project records and managing its online public engagement feature and web-mapping interface, which enables users to explore, visualize, and analyze assessment data for greater transparency, navigation, and accessibility;
- continuing to strengthen the Agency service delivery by ensuring that it is responsive to new and emerging threats to its equities and stakeholders; and
- continuing to lead the development and implementation of the Horizontal Initiative Framework to deliver the impact assessment regime with 12 other federal organizations, including collaborating with partners to finalize and implement the Horizontal Initiative Results table in 2023 to ensure performance information is available to inform decision-making and periodic horizontal evaluations. The final Horizontal Initiative Results table will be published, along with any results, as the Horizontal Initiative Supplementary Information Table with the 2023–24 Departmental Results Report (DRR).

In 2023–24, the Agency will continue to foster a safe, healthy, and inclusive workplace by:

- ensuring effective reintegration of its employees into the workplace, with a focus on constructive change management practices, and while continuing to facilitate conversations on transitioning to a hybrid work model;
- advancing its Employment Equity, Diversity and Inclusion Action Plan while organizing events to raise awareness of the importance of a diverse and inclusive workplace;
- continuing the review of the Values and Ethics Code and the Disclosure of Wrongdoing process, and making improvements to the Occupational Health and Safety Program by revising the Hazard Prevention Program;
- Investing in employee career growth and development through formal and internal second language training, managerial training, and mentorship opportunities;
- ensuring that employees have the suitable accommodations, adaptive technology, and necessary office equipment they need to succeed in their work;
- enhancing staffing, recruitment, and retention through initiatives such as the EX and Non-EX Talent Management Strategy; and

- investing in the Agency Security and Emergency Management programs to ensure that it is well-positioned to address emerging threats.

Planning for Contracts Awarded to Indigenous Businesses

To support the Government of Canada’s commitment to award a mandatory minimum target of 5% of the total annual value of contracts to Indigenous businesses, the Agency will continue:

- meeting with Indigenous businesses to discuss potential opportunities and the Agency’s business requirements and needs;
- providing briefings to allow Indigenous businesses to better respond to future requirements to increase chances of success;
- regularly participating in meetings with Indigenous Services Canada, the federal coordinating body that provides advice and training on Indigenous procurement;
- looking for opportunities that enable Indigenous suppliers to participate in smaller-scale procurement requirements for software, computer supplies, and other hardware; and
- meeting with client departments at the procurement strategy phase to promote collaboration with Indigenous businesses, including, where possible, using the voluntary set-aside opportunities. Also known as “selective set-asides,” voluntary set-asides may be employed if Indigenous capacity exists, and where operational requirements, best value, prudence, probity, and sound contracting management can be assured.

There are no applications of deputy-head approved exceptions for 2023–24.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	15%*	Phase 1: 4%	5%

* The Agency has been engaged from the onset with multi-year planning objectives with the goal of achieving 5% by 2023–24 for the Indigenous contracts, achieving 15% in 2021–22.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
19,868,649	19,868,649	19,927,997	14,480,778

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
113	112	81

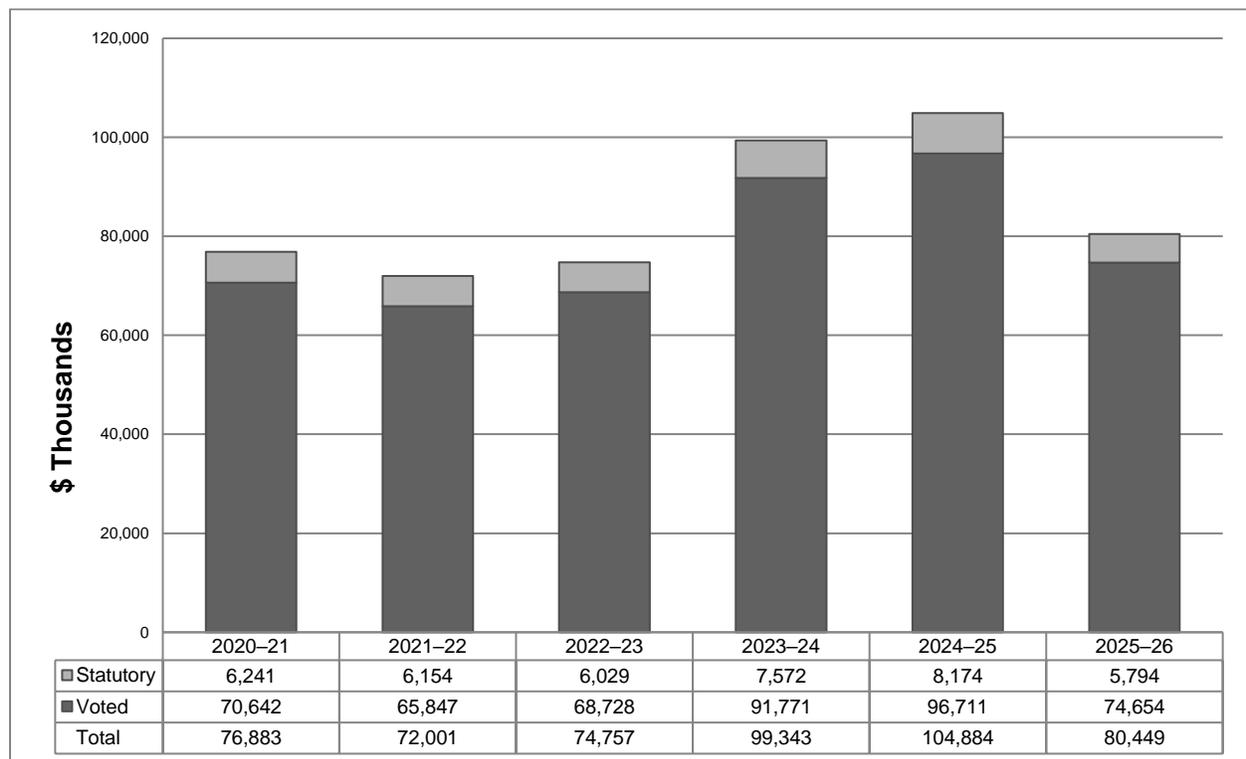
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2023–24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020–21 to 2025–26

The following graph presents planned spending (voted and statutory expenditures) over time.



The *2022 Fall Economic Statement*^{xxvi} proposed funding for the Agency over five years beginning in 2023–24. The funding will allow for continued delivery of the impact assessment process and improve efficiency in order to respond to a growing number of major projects being proposed.

This funding will permit the Agency to continue to deliver high-quality environmental and impact assessments based on science, Indigenous knowledge, community knowledge, and other evidence that promote positive effects and minimize adverse effects through mitigation measures.

The Agency recovers a portion of its costs incurred while administering the federal impact assessment process. By 2025–26, the Agency is planning a fee proposal to modernize Cost Recovery Regulations under the IAA.

Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of the Agency’s core responsibilities and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Impact Assessment	67,200,184	58,885,960	59,510,541	79,474,598	79,474,598	84,956,197	65,967,986
Subtotal	67,200,184	58,885,960	59,510,541	79,474,598	79,474,598	84,956,197	65,967,986
Internal services	9,683,305	13,114,776	15,246,296	19,868,649	19,868,649	19,927,997	14,480,778
Total	76,883,489	72,000,736	74,756,837	99,343,247	99,343,247	104,884,194	80,448,764

The table above does not include cost-recoverable expenditures that are considered revenue. The Agency has the authority to recover up to \$8 million in costs annually, which is netted against the voted authority.

As announced in the *2022 Fall Economic Statement*^{xxvii}, the Agency’s authorities were proposed to increase. Year 2023–24 marks a notable increase in funding from 2022–23 levels. The Agency will continue the implementation of the impact assessment regime.

The Agency’s total planned spending for the upcoming fiscal year is \$99 million. A portion of the funding will prioritize increasing Internal Services capabilities to facilitate the Agency’s expansion to accommodate an anticipated growing number of projects. In addition, the Agency plans to grow its Internal Services, in line with other similar sized government organizations.

The decrease in planned spending in 2025–26 is dependent on the establishment of a fee proposal to modernize Cost Recovery Regulations under the IAA.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Agency’s core responsibilities and for its Internal Services for 2023–24 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Impact Assessment	367	350	359	427	476	369
Subtotal	367	350	359	427	476	369
Internal services	79	84	84	113	112	81
Total	446	434	443	540	588	450

The Agency’s FTE count will increase steadily over the next couple of years as a result of the proposed funding through the [2022 Fall Economic Statement](#).^{xxxviii} Additional FTEs are required to respond to the growing number of projects in the impact assessment regime. The Agency plans to utilize 540 FTEs in 2023–24, with Internal Services expanding rapidly during the first year to accommodate and facilitate the overall future growth of the Agency.

The decrease in FTEs in 2025–26 is dependent on the establishment of a fee proposal to modernize Cost Recovery Regulations under the IAA.

Estimates by vote

Information on the Agency’s organizational appropriations is available in the [2023–24 Main Estimates](#).^{xxxix}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Agency’s operations for 2022–23 to 2023–24.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the [Agency’s website](#).^{xl}

Future-oriented condensed statement of operations for the year ending
March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	84,819,368	111,855,722	27,036,354
Total revenues	2,600,000	2,700,000	100,000
Net cost of operations before government funding and transfers	82,219,368	109,155,722	26,936,354

Total Agency operational expenses are currently expected to increase by \$27 million, or 24.2%, based on the Agency’s forecasted expenditures. This variance is due to the proposed funding from the *2022 Fall Economic Statement*.^{xli} The \$2.7 million in planned revenues are forecasted cost recoveries from review panels.

Corporate information

Organizational profile

Appropriate minister: The Honourable Steven Guilbeault, P.C., M.P., Minister of Environment and Climate Change

Institutional head: Terence Hubbard, President

Ministerial portfolio: Environment

Enabling instruments: *Canadian Environmental Assessment Act, 2012*^{xlii} and the *Impact Assessment Act*^{xliii}

Year of incorporation / commencement: 1994

Other: The *Canadian Environmental Assessment Act, 2012* (CEAA 2012) was supported by three regulations: *the Regulations Designating Physical Activities, the Prescribed Information for the Description of a Designated Project Regulations*, and the *Cost Recovery Regulations*.

The *Impact Assessment Act* is supported by four regulations and a Ministerial order: the *Physical Activities Regulations*, the *Information and Management of Time Limits Regulations*, the *Cost Recovery Regulations* (continued from CEAA 2012), the *Regulations Respecting Excluded Physical Activities (Newfoundland and Labrador Offshore Exploratory Wells)*, and the *Designated Classes of Projects Order*. The Agency supports its President who is also the Federal Administrator under the *James Bay and Northern Quebec Agreement* and the *Northeastern Quebec Agreement*.

Raison d'être, mandate and role: who we are and what we do

Information on the Agency's raison d'être, mandate and role is available on the [Agency's website](#).^{xliv}

Information on the Agency's mandate letter commitments is available in the [Minister's mandate letter](#).^{xlv}

Operating context

Information on the operating context is available on the [Agency's website](#).^{xlvi}

Reporting framework

The Agency’s approved departmental results framework and program inventory for 2023–24 are as follows.

Departmental Results Framework	Core Responsibility: Impact Assessment		Internal Services
	Departmental Result 1: Designated projects that proceed foster sustainability	Indicator: Percentage of projects for which reporting indicates that the vast majority of mitigation measures set out in the Decision Statement effectively address adverse effects of the project	
	Departmental Result 2: Stakeholders and Indigenous groups meaningfully participate in the assessment process	Indicator: Percentage of stakeholders and Indigenous groups participating in assessment-related engagement / consultation activities who agree they were engaged meaningfully in the assessment process	
	Departmental Result 3: Scientific and evidence-based information, and Indigenous Knowledge on key health, social, economic, and environmental effects are available to inform project assessment processes, including impact assessment reports, decisions and conditions	Indicator: Percentage of stakeholders and Indigenous groups who agree that scientific and evidence-based information and Indigenous Knowledge on key health, social, economic, and environmental effects are accessible	
	Departmental Result 4: Impact assessment processes respect the rights and culture of Indigenous Peoples, and Canada’s commitment to partner with them	Indicator: Percentage of Indigenous groups who agree they have a productive and collaborative relationship with IAAC	

Program Inventory	Program: Assessment Administration, Conduct and Monitoring
	Program: Indigenous Relations and Engagement

Changes to the approved reporting framework since 2022–23

The Agency is updating its Departmental Results, Departmental Result Indicators, and Program outcomes and indicators in the Departmental Results Framework (DRF), which are reflected in the 2023–24 Departmental Plan. These amendments ensure alignment and consistent

measurement between the DRF and the recently developed Performance Information Profiles, and have been informed by systematic discussions across the Agency.

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Agency's program inventory is available on [GC InfoBase](#).^{xlvii}

Supplementary information tables

The following supplementary information tables are available on [Agency's website](#)^{xlviii}:

- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus

Federal tax expenditures

The Agency's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xlix} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Organizational contact information

Mailing address

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Email: information@iaac-aeic.gc.ca

Websites: www.canada.ca/en/impact-assessment-agency.html¹

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

high impact innovation (innovation à impact élevé)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. *Access to Information Act*, <https://laws-lois.justice.gc.ca/eng/acts/a-1/>
- ii. *Privacy Act*, <https://laws-lois.justice.gc.ca/eng/ACTS/P-21/index.html>
- iii. Canadian Impact Assessment Registry, <https://iaac-aeic.gc.ca/050/evaluations>
- iv. Policy Dialogue Program, <https://www.canada.ca/en/impact-assessment-agency/services/public-participation/funding-programs/policy-dialogue-program.html>
- v. Technical Advisory Committee on Science and Knowledge, <https://www.canada.ca/en/impact-assessment-agency/advisory/advisory-groups/technical-advisory-committee-science-knowledge.html>
- vi. Indigenous Advisory Committee, <https://www.canada.ca/en/impact-assessment-agency/advisory/advisory-groups/indigenous-advisory-committee.html>
- vii. Indigenous Capacity Support Program, <https://www.canada.ca/en/impact-assessment-agency/services/public-participation/funding-programs/indigenous-capacity-support-program.html>
- viii. Participant Funding Program, <https://www.canada.ca/en/impact-assessment-agency/services/public-participation/funding-programs/participant-funding-program.html>
- ix. Phase 1: Planning, <https://www.canada.ca/en/impact-assessment-agency/services/policy-guidance/impact-assessment-process-overview/phase1.html>
- x. Tailored Impact Statement Guidelines, <https://www.canada.ca/en/impact-assessment-agency/services/policy-guidance/practitioners-guide-impact-assessment-act/tailored-impact-statement-guidelines-projects-impact-assessment-nuclear-safety-act.html>
- xi. Phase 2: Impact Statement, <https://www.canada.ca/en/impact-assessment-agency/services/policy-guidance/impact-assessment-process-overview/phase2.html>
- xii. Phase 3: Impact Assessment, <https://www.canada.ca/en/impact-assessment-agency/services/policy-guidance/impact-assessment-process-overview/phase3.html>
- xiii. Forward Regulatory Plan, <https://www.canada.ca/en/impact-assessment-agency/corporate/acts-regulations/forward-regulatory-plan.html>
- xiv. Indigenous Advisory Committee, <https://www.canada.ca/en/impact-assessment-agency/advisory/advisory-groups/indigenous-advisory-committee.html>
- xv. Circle of Experts, <https://www.canada.ca/en/impact-assessment-agency/advisory/advisory-groups/indigenous-advisory-committee/circle-experts.html>
- xvi. Technical Advisory Committee on Science and Knowledge, <https://www.canada.ca/en/impact-assessment-agency/advisory/advisory-groups/technical-advisory-committee-science-knowledge.html>
- xvii. Minister’s Advisory Council on impact assessment, <https://www.canada.ca/en/impact-assessment-agency/advisory/advisory-groups/minister-advisory-council-impact-assessment.html>
- xviii. Impact Assessment Agency of Canada Research Program, <https://www.canada.ca/en/impact-assessment-agency/corporate/research-program.html>
- xix. *United Nations Declaration on the Rights of Indigenous Peoples Act*, <https://www.laws-lois.justice.gc.ca/eng/acts/u-2.2/page-1.html>
- xx. Gender-based Analysis Plus (GBA Plus), <https://women-gender-equality.canada.ca/en/gender-based-analysis-plus.html>
- xxi. Gender-based Analysis Plus in Impact Assessment (Interim Guidance), <https://www.canada.ca/en/impact-assessment-agency/services/policy-guidance/practitioners-guide-impact-assessment-act/gender-based-analysis-plus.html>
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