

Impact Assessment Agency of Canada

2020–21

Departmental Plan

The Honourable Jonathan Wilkinson, P.C., M.P.
Minister of Environment and Climate Change and Minister
Responsible for the Impact Assessment Agency of Canada

© Her Majesty the Queen in Right of Canada, as represented by the Minister of Environment and Climate Change, 2020.

This publication may be reproduced for personal or internal use without permission, provided the source is fully acknowledged. However, multiple copy reproduction of this publication in whole or in part for purposes of redistribution requires the prior written permission from the Impact Assessment Agency of Canada, Ottawa, Ontario K1A 0H3, or iaac.information.aeic@canada.ca.

Catalogue No.: En104-19E-PDF

ISSN: 2563-0016

This document has been issued in French under the title: Agence d'évaluation d'impact du Canada : Plan ministériel 2020-2021.

Table of contents

From the Minister	1
From the Institutional Head	3
Plans at a glance	5
Core responsibilities: planned results and resources, and key risks	7
Impact Assessment	7
Internal Services: planned results	15
Spending and human resources.....	17
Planned spending	17
Planned human resources.....	19
Estimates by vote.....	20
Condensed future-oriented statement of operations.....	20
Corporate information	21
Organizational profile.....	21
Raison d'être, mandate and role: who we are and what we do	21
Operating context	21
Reporting framework	22
Supporting information on the program inventory	25
Supplementary information tables	25
Federal tax expenditures	25
Organizational contact information	25
Appendix: definitions	27
Endnotes	31

From the Minister

As the recently appointed Minister responsible for the Impact Assessment Agency of Canada (the Agency), I am pleased to present the Agency's 2020-21 Departmental Plan.

This plan informs Canadians about the Agency's contributions to a better Canada, and the results it wants to achieve in the coming year.

In supporting the Government of Canada's commitment to a cleaner environment and sustainable economy, the Agency will continue to deliver high quality environmental and impact assessments openly and effectively. These assessments include contributions from the public and Indigenous groups, and enable the government to make evidence-based decisions about major projects.



With the coming into force of the *Impact Assessment Act* (IAA) on August 28, 2019, the government committed to ensuring more transparency in federal decisions on major projects. The new impact assessment regime will ensure that both science and Indigenous knowledge inform decision-making. As the Agency implements the IAA, these changes will increase public confidence that major project assessments can move forward in a timely and responsible way.

Under the IAA, all assessments will occur in partnership with Indigenous peoples, as well as the provinces and territories. Canadians will have the opportunity to express their views early and frequently in the process, and industry will have more clarity about requirements. Project reviews will be more rigorous and efficient, and timelines will be more predictable.

The Agency and the Government of Canada are working hard to grow the economy, encourage investment and protect the environment. We will continue supporting good resource projects in Canada in a responsible, transparent and timely fashion, while also ensuring a sustainable future for generations to come.

I invite you to read the Departmental Plan and to learn more about the Agency's ambitious agenda for the year ahead.

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

From the Institutional Head

The Impact Assessment Agency of Canada (the Agency) is pleased to present its Departmental Plan, which outlines how we intend to meet our key objectives for 2020–21.

The Agency is committed to delivering high quality, environmental and impact assessments based on science, Indigenous knowledge, and other evidence. We will support the Minister of Environment and Climate Change in carrying out his responsibilities by continuing to implement the *Impact Assessment Act*, while working collaboratively and meaningfully with the many contributors to the assessment process.



In doing so, the Agency will engage and collaborate with local, provincial and territorial governments, the public and stakeholders in the conduct of assessments, including the development of supporting policies and guidance documents. We will also work closely with expert federal departments and federal lifecycle regulators to ensure the assessment process meets the needs of all decision-makers and supports the objective of “one project, one assessment”.

In addition, the Agency will enhance the opportunities and mechanisms for meaningful participation by Indigenous peoples, the public, and stakeholders throughout the assessment process; from early planning to the identification of potential conditions that inform decisions on designated projects. Through the Canadian Impact Assessment Registry (the Registry), we will ensure Canadians have access to information related to assessments of designated projects, the decision-making process, and enforcement and compliance activities.

Looking forward, the Agency’s team of highly qualified and committed employees will continue to support an effective transition from environmental assessments to impact assessments.

David McGovern
President
Impact Assessment Agency of Canada

Plans at a glance

The Impact Assessment Agency of Canada (the Agency) is a federal body reporting to the Minister of Environment and Climate Change. The *Impact Assessment Act* (IAA) came into force on August 28, 2019, expanding the Agency’s mandate and responsibilities as the single federal organization responsible for impact assessment and the Crown coordinator for Indigenous consultation on designated projects. Under the IAA, the Agency is responsible for assessing the positive and negative environmental, economic, social, health and gender effects of designated projects.

Assessment (environmental or impact) is a planning and decision-making tool to assist project design and to ensure appropriate measures are in place to mitigate impacts.

In 2020–21, the Agency will:

- deliver high-quality environmental and impact assessments based on science, Indigenous knowledge, and other evidence, that promote positive effects and minimize adverse impacts through mitigation measures;
- ensure timely, credible, and predictable environmental and impact assessment and decision-making processes by continuing to implement the IAA and to develop related policies and guidance;
- contribute to an improved understanding and management of cumulative effects or issues by advancing the development of regional and strategic assessments in cooperation with other relevant jurisdictions and organizations;
- support the advancement of the Government of Canada’s commitment to reconciliation with Indigenous peoples;
- enhance opportunities and mechanisms that provide meaningful opportunities for Indigenous peoples, the public, and stakeholders, to participate throughout the assessment process;
- collaborate and coordinate with provincial and territorial governments, Indigenous jurisdictions, and other federal government departments and agencies; and
- strengthen internal capacity to provide effective and timely professional support in the delivery of the Agency’s priorities.

This report outlines the planned results and supporting activities to deliver the Agency’s core responsibility. To achieve these results, the Agency will continue to emphasize transparency, efficiency, and meaningful participation of all interested parties in impact and environmental assessment processes.

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

Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the Agency's planned results and resources for its core responsibilities. It also contains information on key risks related to achieving those results.

Impact Assessment

Description

The Agency provides high-quality assessments of environmental, economic, social, health and gender effects to support government decision-making in the public interest. Assessments are evidence-based and ensure that positive and negative effects and impacts on Indigenous groups and their rights are considered in order to foster sustainability.

Planning highlights

In 2020–21, the Agency will continue to implement the IAA, and transition to the impact assessment system. Designated projects that entered the system on or subsequent to August 28, 2019 are subject to impact assessments under the IAA; however, as the Agency transitions to impact assessments, environmental assessments will continue to be conducted for projects initiated under the previous *Canadian Environmental Assessment Act, 2012* (CEAA 2012).

Departmental Result: Science, evidence and fact based assessment resulting in mitigation measures that minimize adverse effects

The Agency is responsible for delivering high quality environmental and impact assessments based on science, Indigenous knowledge, and other evidence. This includes conducting assessments and supporting assessments led by review panels, ensuring they are informed by the best available evidence, and promote positive effects while minimizing adverse impacts through mitigation measures. Evidence includes economic, environmental, social, health, Indigenous knowledge, gender-based analysis plus (GBA+), and/or cumulative effects, as appropriate.

To support the delivery of these assessments and provide certainty and clarity to proponents, other jurisdictions, Indigenous peoples and the public, the Agency develops and promotes legislative and policy frameworks, tools, guidance, and best practices.

To continue delivering and supporting these assessments and the development of supporting policies, procedures, and guidance documents, in 2020–21, the Agency will:

- implement a Planning phase that includes the engagement of Indigenous peoples and the public, and provides proponents with Tailored Impact Assessment Guidelines (the Guidelines) outlining the information and studies required in the proponent's Impact Statement;

- plan and implement regional and strategic assessments in cooperation with other relevant jurisdictions and organizations to inform the conduct of assessments and to better understand and manage cumulative effects or issues;
- collaborate with provincial, territorial, and Indigenous jurisdictions, expert federal departments, and federal lifecycle regulators to ensure efficient, credible, and predictable assessment and decision-making processes, including, where appropriate, supporting the objective of “one project, one assessment”;
- coordinate Crown-Indigenous consultation related to the review of designated projects;
- continue to develop and deliver training and provide information to those engaged in the assessment process, including practitioners, Indigenous peoples, the public and stakeholders;
- support and conduct research that facilitates the transition to impact assessment, including the expanded scope of effects and factors to be considered in these assessments;
- lead interdepartmental committees to facilitate the exchange of information and best practices, and develop and implement strategies to improve the consistency and timeliness of assessments for projects on federal lands and outside of Canada; and
- support the functioning of committees to advise on the implementation of the IAA, including:
 - the Indigenous Advisory Committee, which provides expert advice from an Indigenous perspective on topics related to impact assessments, as well as regional and strategic assessments;
 - the Technical Advisory Committee on Science and Knowledge, which provides expert advice on topics related to impact assessments, as well as regional and strategic assessments;
 - the Minister’s Advisory Council, which will be established by the Minister to provide him with advice on issues related to the implementation of the impact assessment and regional and strategic assessment systems; and
 - the Deputy Minister Impact Assessment Committee, which provides oversight and direction to support delivery of the impact assessment and regulatory system.

In addition, the Agency’s President is the federal administrator responsible for reviewing and determining whether projects of a federal nature proposed under the *James Bay and Northern Quebec Agreement* or *Northeastern Quebec Agreement* should proceed, and if so, under which conditions. To support the President in this role, the Agency will continue to effectively and efficiently implement the assessment process in areas where the IAA and other impact assessment requirements established under land claim agreements co-exist (e.g., *James Bay and Northern Quebec Agreement*, *Nisga’a Final Agreement*, *Labrador Inuit Land Claims Agreement*, *Tsawwassen First Nation Final Agreement*, *Inuvialuit Final Agreement*).

Departmental Result: Assessment that considers input from Indigenous peoples, the public and stakeholders

As part of its core responsibility, the Agency supports open and transparent government as well as meaningful participation by all parties with an interest in the assessment process. In addition to the collaboration and coordination priorities discussed above, in 2020–21, the Agency will ensure meaningful participation of Indigenous peoples, the public and stakeholders in the assessment process by:

- delivering funding programs to support the participation of Indigenous peoples, the public, and stakeholders in the federal assessment process;
- supporting the capacity of Indigenous peoples to improve their preparedness for, knowledge of, and technical expertise pertaining to impact assessments and related activities;
- enhancing opportunities and mechanisms for Indigenous peoples, the public, and stakeholders to meaningfully participate throughout the assessment process, including tailoring activities to support Indigenous peoples' participation to specific projects as appropriate;
- collaborating meaningfully with Indigenous peoples in the development of policy instruments, regulations, policies, and guidance documents;
- implementing new collaborative approaches and partnerships with Indigenous communities; and
- supporting Indigenous Services Canada and Crown-Indigenous Relations and Northern Affairs Canada with the negotiation of assessment provisions in agreements with Indigenous peoples.

The Agency delivers four funding programs, with the following expected results:

Participant Funding Program: better informed decision-making through the active participation of the public and Indigenous groups with knowledge or expertise relevant to project impact assessments.

Policy Dialogue Program: effective engagement of the public and Indigenous peoples in the development of guidance, regulations and legislation that will contribute to higher quality assessments, an expanded community of practice, and the development of policies, guidance, regulations, and legislation that will facilitate the implementation of the impact assessment system.

Research Program: stronger, evidence-based policy and guidance for impact assessment through an enhanced and more diverse knowledge base; and establishment of an impact assessment research network to foster continuous improvement and enable impact assessment to effectively serve as a tool for sustainable development.

Indigenous Capacity Support Program: increased capacity of Indigenous communities to engage in, and lead consultations on, regional and strategic assessments, policy engagement, and monitoring and follow-up activities.

Departmental Result: Decision statements are complied with

At the end of an assessment, a decision statement is issued, setting out the decision on whether a project may proceed, and if so, includes conditions, consisting of mitigation measures and a

follow-up program that the proponent must fulfil. In support of a consistent and transparent approach to inform decision statements issued by the Minister of Environment and Climate Change, the Agency will:

- develop potential conditions for each project upon which a decision is made for the project to proceed; and
- provide proponents, Indigenous groups, the public, and other stakeholders with an opportunity to comment on potential conditions, and to the extent possible, integrate comments into the recommended conditions to the Minister for incorporation into the decision statement.

Strong decision statements, combined with compliance promotion, compliance verification, and enforcement activities help protect the environment and human health. Under the IAA, the Agency is responsible for promoting, monitoring, and facilitating compliance with decision statements. To do this, the Agency provides information, education and training opportunities, conducts outreach, consults and engages with proponents, Indigenous peoples, the public, and stakeholders.

To continue to ensure compliance with decision statements, the Agency will:

- conduct inspections and verify non-compliance; and
- undertake enforcement actions, when necessary, to ensure that corrective actions are taken to restore compliance and avoid adverse effects.

Through the Canadian Impact Assessment Registry (the Registry), the Agency ensures transparency throughout the assessment process by:

- ensuring the public has access to scientific and impact assessment information, including information submitted by proponents (e.g., implementation schedules, annual reports and plans);
- providing greater transparency in the decision-making process; and
- providing public access to compliance and enforcement related information, including enforcement actions taken and inspection summaries.

Gender-based analysis plus (GBA+)

Under the IAA, the intersection of sex and gender with other identity factors must be considered as part of the impact assessment of designated projects. Pursuant to this legislative requirement, the Agency must ensure that GBA+ is integrated into the impact assessment process; including noting where the Agency integrates GBA+ into the documents provided to the Minister of Environment and Climate Change, and Cabinet to support their determinations under the IAA of whether designated projects are in the public interest.

The Agency will foster gender equality through GBA+ informed project development. To achieve this, the Agency continues to review project descriptions and impact assessment statements to ensure projects demonstrate application of GBA+ as informed by Agency guidance and best practices from the Government's Gender Results Framework.

In addition, as designated projects move to the decision-making phase with Cabinet or Governor-in-Council, the Agency will continue to prepare Memoranda to Cabinet that include GBA+ analysis to ensure decisions are informed by this information.

In support of these processes, the Agency continues to update and amend guidance on GBA+ to include best practices and to reflect changes in the needs of practitioners. The Agency also provides advanced technical training on applying GBA+ for Agency employees, impact assessment practitioners and other government departments.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

The Agency's planned activities under its Impact Assessment core responsibility support Canada's efforts to address the United Nations (UN) 2030 Agenda for Sustainable Development and the UN SDGs. In particular, the Agency contributes to ensuring sustainable consumption and production patterns (SDG 12) by promoting public procurement practices that are sustainable, in accordance with national policies and priorities (SDG 12.7).

Experimentation

The Agency is partnering with the Canada School of Public Service and the Treasury Board of Canada Secretariat to enhance regulatory insights and policy analytics through the use of artificial intelligence, rules-as-code, and blockchain. The aim of this exploration is to modernize existing regulations, provide real time data to support regulatory analysis and to allow for better understanding of impact assessments. The Agency will also explore how artificial intelligence could be applied in the world of Access to Information and discover new ways to analyze and process these files.

Key risk(s)

The following table describes the key risks that might affect the achievement of results for the Agency's core responsibility, and accordant mitigation strategies.

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. In particular, economic factors affect the type, timing, volume and distribution of projects that will require assessments, including regional distribution.</p>	<p>The Agency has consistently maintained proactive relationships with proponents in order to obtain early indications of potential projects so that project volume can be forecast and adjustments made to the Agency's work plan (to the extent possible).</p> <p>The Agency will continue to maintain these relationships in order to manage and plan its workload.</p> <p>The Agency will continue to reallocate resources, where possible, and necessary, to address fluctuations in project volume. It will also continue to develop strategies with central agencies to meet legislative responsibilities under the IAA.</p>
<p>Inadequate or ineffective Crown Consultations and Indigenous participation</p> <p>To fulfill the federal Crown's legal duty to consult, the Agency acts as the Crown Consultation Coordinator for the assessment process, including integrated reviews with lifecycle regulators. Effective Crown consultation requires the participation of other federal organizations as accommodation measures may rest within their areas of expertise or jurisdiction.</p> <p>A lack of adequate consultation makes it difficult to ensure appropriate accommodation can be identified and implemented.</p>	<p>The impact assessment process includes activities aimed at exceeding the duty to consult by establishing partnerships and advancing the Government's reconciliation agenda.</p> <p>Indigenous consultation is being enhanced by enabling Indigenous concerns to be heard and, through early planning, identified and addressed at an earlier stage in the assessment process. Policy dialogue will also enable Indigenous peoples to shape the way in which assessments are conducted, resulting in processes that better address their concerns and accommodate their specific needs.</p> <p>The Agency's Participant Funding Program covers a portion of the costs incurred by Indigenous groups to participate in assessments, and will help reduce financial barriers for Indigenous participation in consultations.</p>
<p>Duplication of effort due to shared responsibilities</p> <p>Shared federal and provincial responsibility for environmental management leads to a risk of duplication between federal, provincial and territorial assessment processes.</p>	<p>Under the <i>Constitution Act, 1982</i>, 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 better coordination and alignment of assessment timelines and processes.</p>
<p>Non-compliance with conditions</p> <p>Proponent non-compliance, including non-compliance with conditions identified in decision statements could result in environmental, economic, social, health impacts, and/or undermine public confidence.</p>	<p>Decision statements contain clear and measurable conditions, including mitigation measures and follow-up program requirements.</p> <p>The Agency's Compliance and Enforcement Program promotes and verifies compliance and determines an appropriate response to situations involving non-compliance.</p>

Planned results for impact assessment¹

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result*	2017–18 actual result*	2018–19 actual result
Science, evidence and fact based assessment resulting in mitigation measures that minimize adverse effects	Percentage of projects in which mitigation measures have proven to be effective	90%	March 2021	Not available	Not available	100%
Assessment that considers input from Indigenous peoples, the public and stakeholders	Percentage of assessments in which Indigenous peoples have participated	100%	March 2021	Not available	Not available	100%
	Percentage of assessments in which the public and stakeholders have participated	100%	March 2021	Not available	Not available	100%
Decision statements are complied with	Percentage of projects that are in compliance with decision statement conditions	90%	March 2021	Not available	Not available	82%**

Notes:

* Indicator results are not available for 2016-17 and 2017-18 as the indicators were developed as part of the Departmental Results Framework for 2018-19.

** The target of 90% was not met because as of end of FY 2018-19, two of 11 projects were not in compliance.

¹ In 2020-21 the core responsibility was changed from Environmental Assessment to Impact Assessment to reflect changes in terminology associated with the coming into force of the *Impact Assessment Act*. Actual results for 2018-19, shown in the table, related only to environmental assessments.

Planned budgetary financial resources for impact assessment

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
66,651,607	66,651,607	68,432,566	69,009,290

Planned human resources for impact assessment

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
373	369	370

Financial, human resources and performance information for the Agency's program inventory is available in the [GC InfoBase](#).ⁱ

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- ▶ 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

In 2020–21, the Agency's Internal Services will continue to support its capacity to implement the IAA, deliver on its priorities, contribute to the effective delivery of the core responsibility, and advance the Minister's Mandate Letter commitments and Government of Canada priorities. By providing corporate support, the Agency's Internal Services will ensure that programs are properly equipped to deliver results to Canadians.

In 2020–21, the Agency will:

- continue to foster and support a healthy, respectful, diverse, accessible and inclusive workplace;
- support a Joint Committee on Mental Health composed of Agency employees and employee association representatives;
- build and sustain the necessary workforce to deliver high-quality assessments;
- continue to enhance the Agency's capacity to support the government's priority to integrate GBA+ considerations across its programs and policies;
- ensure appropriate accommodation for an expanding Agency;
- ensure the stewardship of current and incremental financial resources;
- work with other government departments to implement measures to stabilize the administration of pay services for Agency employees;
- lead the Horizontal Initiative Framework to deliver the impact assessment system in partnership with eight other federal departments and agencies to ensure performance

measurement information is available to support evidence-informed decision-making, and transparent reporting to parliamentarians and the public; and

- provide support for ongoing environmental and impact assessments.

Furthermore, in support of the Government of Canada's transparency and openness agenda, Internal Services provides information management, access to information and technology expertise, to advance the Agency's vision of continuous improvement. This includes providing technical support and assistance to the Registry. These improvements will enhance the public's user experience and access to information on assessments and associated regulatory processes.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
9,831,788	9,831,788	10,090,172	10,175,208

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
74	73	73

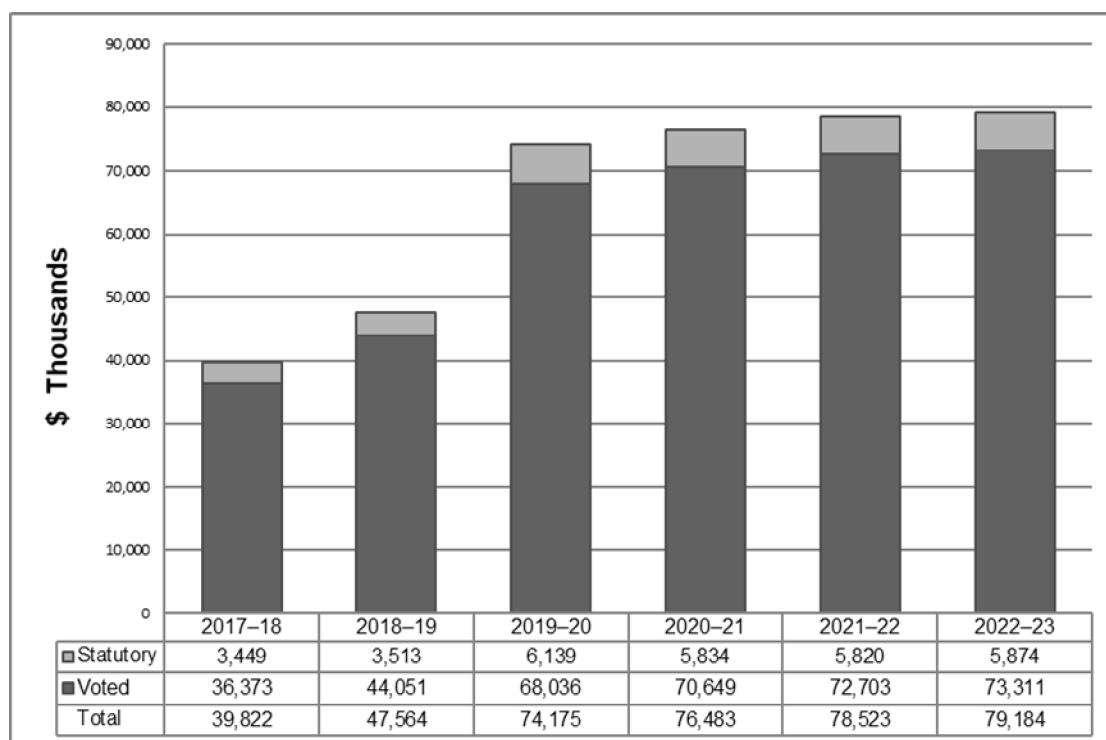
Spending and human resources

This section provides an overview of the department's planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years' actual spending.

Planned spending

Departmental spending 2017–18 to 2022–23

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



The increase in planned spending from 2018–19 into future years is a result of the new Impact assessment regime. Spending is expected to remain relatively stable over the lifetime of the initiative.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of Agency's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Impact Assessment	33,101,049	37,406,567	63,191,842	66,651,607	66,651,607	68,432,566	69,009,290
Subtotal	33,101,049	37,406,567	63,191,842	66,651,607	66,651,607	68,432,566	69,009,290
Internal Services	6,721,111	10,157,454	10,983,171	9,831,788	9,831,788	10,090,172	10,175,208
Total	39,822,160	47,564,021	74,175,013	76,483,395	76,483,395	78,522,738	79,184,498

The above table does not include cost-recoverable expenditures. The Agency has the authority to recover up to \$8.0 million in costs annually, which is netted against the voted authority.

The increase in funding from 2018–19 is due to the coming into force of the IAA and associated funding highlighted in Budget 2018. Funding for 2019–20 includes funding approved through Supplementary Estimates.

The Agency's planned spending for 2020–21 is \$76.5 million.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in the Agency's departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Impact Assessment	226	252	354	373	369	370
Subtotal	226	252	354	373	369	370
Internal Services	45	57	67	74	73	73
Total	271	309	421	447	442	443

The increase in 2019–20 and future years is a result of the implementation of the new impact assessment system following the coming into force of the IAA. The Agency plans to use 447 FTEs in 2020–21, an increase of 138 over 2018–19 levels. The Agency's staffing level remains relatively stable into future years.

Estimates by vote

Information on the Agency's organizational appropriations is available in the [2020–21 Main Estimates](#).ⁱⁱ

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the Agency's operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending 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 to the requested authorities, are available on the [Agency's website](#).ⁱⁱⁱ

Condensed future-oriented statement of operations for the year ending
March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	73,157,000	79,583,395	6,426,395
Total revenues	2,300,000	3,100,000	800,000
Net cost of operations before government funding and transfers	70,857,000	76,483,395	5,626,395

Total Agency operational expenses are currently expected to increase by \$6.4 million, or nine percent based on the Agency's authorities. The \$3.1 million in planned revenues is the result of forecasted cost-recoverable panel reviews.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Jonathan Wilkinson, P.C., M.P., Minister of Environment and Climate Change

Institutional head: David McGovern, President

Ministerial portfolio: Environment

Enabling instrument(s): [Impact Assessment Act](#)^{iv}

Year of incorporation / commencement: 1994

Other: The *Impact Assessment Act* is supported by three regulations and a Ministerial Order: *Physical Activities Regulations*, *Information and Management of Time Limits Regulations*, *Cost Recovery Regulations*, and *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

“Raison d'être, mandate and role: who we are and what we do” is available on the [Agency's website](#).^v

For more information on the department's organizational mandate letter commitments, see the “[Minister's mandate letter](#)”.^{vi}

Operating context

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

Reporting framework

The Agency approved departmental results framework and program inventory for 2020–21 are as follows.

Departmental Results Framework	Core Responsibility: Impact Assessment		Internal Services
	Departmental Result: Science, evidence and fact based assessments resulting in mitigation measures that minimize adverse effects.	Indicator: Percentage of projects in which mitigation measures have proven to be effective	
	Departmental Result: Assessment that considers input from Indigenous peoples, the public and stakeholders.	Indicator: Percentage of assessments in which Indigenous peoples have participated.	
		Indicator: Percentage of assessments in which the public and stakeholders have participated.	
	Departmental Result: Decision Statements are complied with.	Indicator: Percentage of projects that are in compliance with decision statement conditions.	

Program Inventory	Program: Impact Assessment Policy Development Program
	Program: Assessment Delivery Program

Changes to the approved reporting framework since 2019–20

Amendments were made to the reporting framework for 2020–21 to ensure changes to terminology resulting from the coming into force of the IAA were reflected. In particular, the core responsibility was changed from “Environmental Assessment” to “Impact Assessment”. Other amendments included referring to “assessments” to reflect that the Agency will be conducting both environmental and impact assessments.

Structure	2020-21	2019-20	Change	Reason for change
CORE RESPONSIBILITY	Impact Assessment	Environmental Assessment	Title change	Note 1
PROGRAM	Impact Assessment Policy Development	Environmental Assessment Policy Development	Title change	Note 1
PROGRAM	Assessment Delivery	Environmental Assessment Delivery	Title change	Note 1

Note 1

Changes were made to reflect the coming into force of the *Impact Assessment Act* on August 28, 2019.

Supporting information on the program inventory

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

Supplementary information tables

The following supplementary information tables are available on the [Agency's website](#):

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Details on transfer payment programs](#)
- ▶ [Gender-based analysis plus](#)
- ▶ [Horizontal initiatives](#)

Federal tax expenditures

The Agency's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{ix} 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. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

Mailing address

Impact Assessment Agency of Canada

Place Bell Canada, 160 Elgin Street, 22nd Floor

Ottawa ON K1A 0H3 Canada

Telephone: 613-957-0700

Fax: 613-957-0862

Email: iaac.information.aeic@canada.ca

Website(s): <https://www.canada.ca/iaac>

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 report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. 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 accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

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+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

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.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

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 the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and 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.

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

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. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. 2020–21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- iii. Impact Assessment Agency of Canada’s website, <https://www.canada.ca/iaac>
- iv. *Impact Assessment Act*, <https://laws-lois.justice.gc.ca/eng/acts/I-2.75/index.html>
- v. Impact Assessment Agency of Canada’s website, <https://www.canada.ca/iaac>
- vi. Mandate Letters, <https://pm.gc.ca/en/mandate-letters>
- vii. Impact Assessment Agency of Canada’s website, <https://www.canada.ca/iaac>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>