

Impact Assessment Agency  
of Canada  
2022–23  
Departmental Results Report

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 Minister responsible for the Impact Assessment Agency of Canada (the Agency), it is an honour to share the Agency’s 2022–23 Departmental Results Report, which outlines the Agency’s achievements in delivering its plans, priorities, and mandate.

Fifty years ago, the Government of Canada established the Federal Environmental Assessment and Review Process that established the principles of informed decision-making and sound environmental stewardship. Today the *Impact Assessment Act* remains an integral part of ensuring resource development in Canada is sustainable.



Recognizing the importance that timely, predictable assessments play for our country, the Government of Canada committed \$1.28 billion over six years to the Agency and partner departments to continue their great work, ensuring an effective and efficient regulatory process.

This year marked a milestone, as the Cedar Liquefied Natural Gas (LNG) project decision was the first under the *Impact Assessment Act*. This project’s assessment delivered what Canadians expected – a thorough review of its positive and negative environmental, economic, social, and health impacts, as well as the potential impacts on Indigenous Peoples and their rights.

Completed under the Canada and British Columbia *Impact Assessment Cooperation Agreement*, this assessment demonstrates how the Government of Canada and the provinces can and do work together to create efficiencies in the impact assessment process.

The Government of Canada also launched two regional assessments that will explore offshore wind energy in Nova Scotia and in Newfoundland and Labrador. Initiatives like this, working together with provinces, will ensure strategic clean energy projects can be evaluated more quickly and Canada can grow its clean economy – a must to help tackle one of the greatest threats to our country, climate change.

The Government of Canada is committed to a renewed nation-to-nation, government-to-government and Crown-Inuit relationship with Indigenous Peoples based on recognition of rights, respect, cooperation, and partnership. This year, the Agency published a framework on how Indigenous Knowledge will be treated in assessments with contributions from Indigenous communities and organizations across the country and concluded the James Bay Lithium Mine assessment that was jointly undertaken in partnership with the Cree Nation Government. These are only some examples of the continued efforts to build meaningful and strong partnerships with Indigenous Peoples to support Indigenous stewardship and jurisdiction and further empower Indigenous leadership in assessments.

I invite you to learn more about the Agency’s 2022–23 achievements and its contributions to a cleaner environment and sustainable future.

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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 our 2022–23 Departmental Results Report, which outlines the achievements we attained over the past year.



This year marks the 50<sup>th</sup> anniversary of the Federal Environmental Assessment and Review Process, which established the principles of informed decision-making and sound environmental stewardship.

This anniversary shows how far assessments have come since the early 1970s and how much more complex and extensive the Agency’s role has become to provide Canadians the high-quality impact assessments they expect.

In 2022–23, the Government of Canada positioned the Agency to provide a robust and evidence-based impact assessment regime by renewing funding for the Agency and partner departments. The Agency also supported the first assessment decision under the *Impact Assessment Act* (IAA) for the Cedar Liquefied Natural Gas (LNG) Project, paving the way for future decisions under the IAA and collaboration with provincial partners.

In partnership with British Columbia, and led by the Haisla Nation on their traditional territory, the Cedar LNG Project included conditions to achieve net-zero greenhouse gas emissions by 2050 and consideration of adverse and positive impacts. This ensured that the project would be best-in-class and consistent with Canada’s overall economic transition to a low-carbon economy.

During the reporting period, Agency-led assessments continued to be timely, credible, and predictable; informed by western science, evidence, Indigenous Knowledge, and meaningful participation and engagement with Indigenous Peoples, the public, and stakeholders. Through ongoing collaboration with intergovernmental partners, the Agency was able to provide greater clarity on the environmental and regulatory process for new project proposals such as offshore renewables, critical minerals, and clean technologies as part of the Government of Canada’s ambitious Emissions Reduction Plan. The Agency also released final agreements and terms of reference for the regional assessments of Offshore Wind Development in Newfoundland and Labrador, and Nova Scotia, which will help Canada meet its green energy commitments.

Supporting reconciliation objectives continued to be a top priority for the Agency as we addressed our statutory obligations under the IAA to consider the direct impacts of projects on Indigenous Peoples and their rights. To ensure that Indigenous perspectives contributed to robust assessments and informed decision-making, the Agency worked closely with First Nations, Inuit, and Métis communities on releasing the Indigenous Knowledge Policy Framework for Project Reviews and Regulatory Decisions in September 2022. The framework and accompanying communications materials were released in nine Indigenous languages.

Showing our commitment to meaningful engagement and partnership with Indigenous Peoples, the Agency integrated lessons learned on reconciliation with Indigenous Peoples and created the Indigenous Relations Sector. This new sector will continue to improve the Agency’s capacity to

develop meaningful partnerships with Indigenous Peoples, thereby increasing trust, respect, and collaboration for more focused and efficient impact assessment processes.

The Agency’s commitment to diversity and inclusion advanced all spheres of our work. For instance, the Agency was recognized in the Annual Report on the Operation of the *Canadian Multiculturalism Act* for our work on the GCT Deltaport Expansion – Berth Four Project, where public comment opportunities were advertised in non-official language media outlets. We also published the Agency’s first Accessibility Plan outlining key commitments to create an inclusive, barrier-free, and accessible workplace for people of all abilities.

Navigating through challenges and opportunities during constant change, Agency staff continued to show their dedication to making positive contributions to sustainability in the public interest, promoting reconciliation, and taking concrete actions to protect the environment.

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

## Results 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. The Agency is also the Crown coordinator for Indigenous consultations on designated projects. In leading these assessments, the Agency is responsible for assessing the positive and negative environmental, economic, social, and health effects, and applying Gender-based Analysis Plus (GBA Plus) to understand if these effects are experienced differently by diverse subgroups of people.

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 the adverse impacts of designated projects.

In 2022–23, the Agency:

- delivered its mandate successfully by continuing to lead the implementation of the IAA through the conduct of timely, credible, and predictable assessment processes informed by western science, evidence, and Indigenous Knowledge;
- supported the first assessment decision under the IAA through its work with the Province of British Columbia on the Cedar Liquefied Natural Gas (LNG) Project, which pioneered best-in-class guidance for the oil and gas sector and advanced reconciliation as a First Nations-led project;
- provided governance, oversight, effective coordination, and strategic direction on assessment issues by leading interdepartmental committees on ongoing legislative, regulatory, and policy implementation activities, and alignment of resources;
- aligned objectives with the [\*United Nations Declaration on the Rights of Indigenous Peoples Act\*](#),<sup>i</sup> by seeking free, prior, and informed consent, conducting meaningful engagement in all phases of assessment processes, and considering Indigenous Knowledge in assessments;
- increased the capacity of Indigenous Peoples to lead in the assessments of impacts on Indigenous rights and interests and participate in consultation, policy engagement, and monitoring and follow-up activities, and supported their participation at conferences (e.g., the National Indigenous Capacity Conference and the First Nations Major Project Coalition Conference);
- collaborated with provincial, territorial, and international partners, including providing federal oversight on the implementation of the *Convention on Environmental Impact Assessment in a Transboundary Context* (Espoo Convention) for proposals related to the Mary River Project in Nunavut;

- secured renewed and expanded funding for the Agency and 12 partner departments over five years to support the implementation of the IAA and complete assessments started under the *Canadian Environmental Assessment Act, 2012* (CEAA 2012);
- implemented its first Accessibility Plan, which outlines key commitments to create an inclusive, barrier-free workplace where persons of all abilities feel a sense of belonging, are well-represented, and are equipped to progress in their careers; and
- expended \$72.5 million and managed 431 full-time equivalents (FTEs).

For more information on the Agency’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

## Results: what we achieved

### Core responsibilities

#### 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.

##### Results

Fifty years ago, the Government of Canada established the Federal Environmental Assessment and Review Process as a planning tool to facilitate decision-making and sound environmental management. Since then, it has evolved to be more multifaceted and complex to include the consideration of all aspects of sustainable development, including environmental, economic, social, and health effects.

Over the past year, the Agency delivered robust, evidence-based, and high quality assessment processes as part of the ongoing transition from assessments under CEAA 2012 to those under the IAA. In doing so, the Agency continued to advance several assessments of major infrastructure, resource, and energy development projects, such as lithium mines, gold mines, liquefied natural gas (LNG) facilities, and water management projects.

##### **Promoting equitable access to public comment opportunities in assessment processes**

Featured in the latest [Annual Report on the Operation of the Canadian Multiculturalism Act](#)<sup>ii</sup> for its work on the GCT Deltaport Expansion - Berth Four Project, the Agency reached a broader range of potential participants for public comment periods during the project's Planning phase. Based on the most commonly spoken non-official language mother tongues in the Vancouver census metropolitan area (e.g., Punjabi, Cantonese, and Mandarin), the Agency advertised public comment opportunities in non-official language media outlets. Drawing on the cultural competencies and fluency of regional staff in written and spoken Cantonese and Mandarin, the Agency selected appropriate media outlets and verified translations for their advertisements. The Agency also advertised public comment opportunities through a South-Asian radio station.

##### **Departmental Result: Science, evidence and Indigenous Knowledge is available to inform decisions in the public interest**

In fulfilling its mandate, the Agency conducted 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 supported assessments led by independent review panels, conducted regional assessments, and established cooperative approaches with other jurisdictions.

As the table below shows, the Agency continued to conduct high quality environmental assessments for the 17 remaining projects started under CEAA 2012. Additionally, the Agency terminated 13 environmental assessments under CEAA 2012 because the proponent requested termination or did not provide the required information or studies within the legislated time limit.

Further, the Agency completed assessments, and the Minister issued Decision Statements, allowing six projects to proceed with mitigation measures. Five of these projects were under CEAA 2012—Bay du Nord, Valentine Gold Mine, James Bay Lithium Mine, Lynn Lake Gold Mine, Marathon Palladium Mine. The sixth project—Cedar LNG—was a milestone for the Agency as the first decision made under the IAA. In one instance, for the Sukunka Coal Mine Project, the Decision Statement indicated that the potential adverse environmental effects of the designated project were not justified in the circumstances, and the project was not allowed to proceed.

Type and number of assessments between April 1, 2022, and March 31, 2023		Assessment decisions taken between April 1, 2022, and March 31, 2023			Assessments on March 31, 2023
Assessment Type	Ongoing on April 1, 2022	Initiated	Completed	Terminated	Ongoing
<b>CEAA 2012</b>					
Environmental Assessment Conducted by the Agency	30	N/A	4	13	13
Environmental Assessment Conducted by review panel	5	N/A	1	0	4
Substituted Environmental Assessment	7	N/A	1	0	6
<b>IAA</b>					
Impact Assessment Planning phase	8	7	5 <sup>1</sup>	0	10
Impact Assessment Conducted by the Agency	4	2	0	0	6
Impact Assessment Conducted by review panel	2	1	0	0	3
Substituted Impact Assessment	2	1	1	0	2

Type and number of assessments between April 1, 2022, and March 31, 2023		Assessment decisions taken between April 1, 2022, and March 31, 2023			Assessments on March 31, 2023
Assessment Type	Ongoing on April 1, 2022	Initiated	Completed	Terminated	Ongoing
Regional Assessments	2	2	0	0	4
Strategic Assessments	0	0	0	0	0
<b>Notes:</b>					
<p><sup>1</sup> Completed assessments for the Planning phase include those for which a Notice of Commencement was issued, the Minister approved the substitution of the conduct of the impact assessment to another jurisdiction or where the Agency determined that an impact assessment was not required.</p>					
<b>Definitions:</b>					
<ul style="list-style-type: none"> <li>• <b>Environmental Assessment Conducted by the Agency:</b> environmental assessments conducted by the Agency as a responsible authority under CEAA 2012.</li> <li>• <b>Impact Assessment Conducted by the Agency:</b> an assessment of the positive and negative environmental, economic, health, and social effects of designated projects. It includes five phases: Planning, Impact Statement, Impact Assessment, Decision, and Post-decision.</li> <li>• <b>Review Panel:</b> environmental or impact assessments conducted by a group of independent experts appointed by the Minister of Environment and Climate Change (under CEAA 2012) or the President of the Agency (under the IAA) and supported by the Agency.</li> <li>• <b>Substituted:</b> a provincial environmental or impact assessment process may be a substitute for a federal environmental or impact assessment, but not federal decision-making, if the Minister believes that the provincial process is an appropriate substitute for an assessment under CEAA 2012 or the IAA.</li> <li>• <b>Regional Assessment:</b> an assessment that assesses the effects of existing or future physical activities carried out in a region.</li> <li>• <b>Strategic Assessment:</b> an assessment that examines the Government of Canada's existing or proposed policies, plans, or programs related to impact assessment. Strategic assessments may also focus on issues relevant to impact assessment.</li> </ul>					

In 2022–23, the Agency extended the three-year legislative timelines for 13 projects under CEAA 2012 and two under the IAA. These extensions were granted in response to requests from proponents, to enable them to provide an Impact Statement that satisfies the information requirements in the Environmental Impact Statement Guidelines and the [Tailored Impact Statement Guidelines \(TISGs\)](#).<sup>iii</sup>

Additionally, the Minister received 15 requests to designate a project under the IAA, which the Agency reviewed to support decision-making. However, none of the 15 requests resulted in a project being designated. Based on the Agency's review, which was supported by evidence from the proponents and expertise of federal departments, the Minister determined that the designations of those projects were not warranted because other processes address their environmental effects within federal jurisdiction.

As well, seven new projects entered the IAA Planning phase in 2022–23, for a total of 15 projects in this phase. During this phase, the Agency consulted with federal authorities, other jurisdictions, Indigenous groups, and the public to develop project-specific summaries of issues, to which proponents must respond to develop project-specific TISGs. The Agency issued Notices of Commencement and TISGs and plans for three projects—Upper Beaver Gold, GCT Deltaport Expansion - Berth Four, and Crawford Nickel.

There were 12 projects in the Impact Statement phase over the past year, during which the proponents continued to collect the required information for the impact assessments. During this phase, the Agency supported the proponent on the requirements detailed in the TISGs and worked with federal authorities and Indigenous Peoples to satisfy the requirements of the TISGs. The Agency has yet to receive an Impact Statement for a project assessed under the IAA.

On March 15, 2023, following the substituted assessment of the Cedar LNG Project conducted by British Columbia, the Minister issued a Decision Statement indicating that the project may proceed in concurrence with the province’s decision. This project was a first of its kind, as not only was it the first project assessed under the IAA to reach the Decision-making phase, but it supported reconciliation, self-governance, and self-determination as a project led by Haisla Nation on their traditional territory.

In 2022–23, the Minister did not refer any impact assessments to an independent review panel. However, three projects that were previously referred to an independent review panel under the IAA continued to progress through the Impact Statement phase—GCT Deltaport Expansion - Berth Four, Suncor Base Mine Extension, and Gazoduq.

The Minister released the Final Agreements and Terms of Reference for two regional assessments: the Regional Assessment of Offshore Wind Development in Newfoundland and Labrador, and the Regional Assessment of Offshore Wind Development in Nova Scotia. Both were developed in collaboration with Natural Resources Canada and the respective provinces. The Minister also announced the appointment of the two committees that will conduct these regional assessments. At the same time, work continued on the Planning phase for both the Regional Assessment in the Ring of Fire Area, and the Regional Assessment of the St. Lawrence River Area.

Through the Federal-Provincial-Territorial Environmental Assessment Administrators Committee, the Agency collaborated with officials representing each province and territory to encourage coordination in addressing environmental and impact assessment issues. Throughout the year, the Agency chaired and provided secretariat services for the committee and organized meetings regularly, during which members shared information about best practices and updates on their jurisdictions’ assessment regimes.

**To support the “one project, one assessment” objective, the Agency:**

- worked with Nova Scotia to develop a harmonization agreement template to facilitate coordination when a project requires both a federal and provincial assessment;
- facilitated discussions with provinces and territories on cooperation instruments to harmonize assessment processes between jurisdictions; and
- implemented the 2019 Impact Assessment Cooperation Agreement between Canada and British Columbia.

In 2022–23, the Agency supported federal authorities in implementing IAA requirements for more than a thousand project assessments on federal lands and outside of Canada. In supporting federal authorities, the Agency chaired quarterly interdepartmental working group meetings, maintained a directory of federal expertise on federal lands assessments, and led training sessions for individuals with federal lands assessment responsibilities.

Over the past year, the Agency engaged with international organizations, foreign governments, and international partners to ensure that Canada meets its international obligations and responsibilities related to impact assessment. For example, the Agency:

- coordinated information sessions with Denmark, Germany, and Belgium on the Agency’s regional assessment of offshore wind development in Atlantic Canada;
- chaired two sessions, had 11 presenters, and provided funding for Indigenous Peoples at the International Association for Impact Assessment (IAIA) conference in Vancouver, British Columbia;
- facilitated a two-day policy exchange with the US Council for Environmental Quality;
- represented Canada in the Working Group on Environmental Impact Assessments and Strategic Environmental Assessments for the Espoo Convention;
- hosted, contributed financially, and had six presenters at the Secrétariat Francophone pour l’évaluation environnementale (SIFÉE) conference and workshop in Montreal, Quebec—an international, multidisciplinary francophone forum for the field of environmental assessment;
- participated in the Canada-Australia Public Policy Initiative; and
- represented Canada in its delegation to the United Nations Intergovernmental Conference on the international agreement regarding the conservation and sustainable use of marine biological diversity in areas beyond national jurisdiction.

For advice on various policy issues and guidance documents related to implementing the IAA, the Agency consulted with the [Indigenous Advisory Committee \(IAC\)](#)<sup>iv</sup> and the [Technical Advisory Committee \(TAC\) on Science and Knowledge](#).<sup>v</sup> The Agency also coordinated and received input from 19 partner federal organizations through the Deputy Minister Impact Assessment (DM IA) Committee. To that end, in 2022–23:

- IAC members provided advice on the Guidance on Assessing Impacts on Rights for proponents, input on Indigenous Knowledge tools, feedback on the co-administration agreements discussion paper, as well as input on various emerging policy issues at the Agency;
- the Circle of Experts, a sub-committee of the IAC, worked with the Agency on a discussion paper to inform broad engagement in 2023–24 that will shape the future regulatory proposal and policy framework for co-administration agreements. Such regulations would allow the Minister to enter into agreements with Indigenous governing

bodies to exercise specific powers, duties or functions related to federal impact assessment on specified lands;

- TAC members examined topics such as Decision-making and Post-decision phases, biodiversity, Indigenous Knowledge and western science, and health impact assessments, and offered guidance on health, social and economic effects; and
- DM IA Committee members collaborated to address a variety of strategic issues and initiatives related to the efficiency and effectiveness of the impact assessment process. These included collaborative frameworks, interdepartmental and intergovernmental coordination, Indigenous consultation and accommodation, risk-based tailoring of impact assessments, management of cumulative effects, and the scientific integrity of the impact assessment process.

Additionally, the Agency continued to support the [Minister’s Advisory Council on impact assessment \(MINAC\)](#),<sup>vi</sup> which discussed the implementation of the IAA and submitted its second report with advice to the Minister. MINAC’s second report was tabled in Parliament on June 8, 2023. The Agency also launched a call for applications to identify new candidates for appointment to the Council. This included a callout for two members from the general public and a specific callout to Inuit organizations and communities for a member to represent Inuit interests.

Throughout the year, the Agency conducted research and analysis on the effective implementation of the legislative framework to mobilize the development of regulatory initiatives covered in its [Forward Regulatory Plan](#).<sup>vii</sup> Grants were also provided to recipients from Canadian academic institutions and non-profit organizations through the [Research Program](#)<sup>viii</sup> to support research on topics such as the consideration of 2SLGBTQIA+ persons in impact assessments, health, social, and economic mitigation measures, and advancing impact assessment for Canada’s socio-ecological systems, among others.

To ensure public access to impact assessment-related information, including scientific information and Indigenous Knowledge, the Agency continued to manage and administer the [Canadian Impact Assessment Registry \(the Registry\)](#).<sup>ix</sup> This increased the transparency of information received and generated throughout assessment processes. Through the Registry, the Agency also continued administering an online platform that facilitates participation in public comment periods by enabling the online submission of comments from the public, stakeholders, Indigenous Peoples, and federal authorities. The Agency posted all information received (excluding protected information), which consisted of 1867 documents and 1021 comments for assessments led by the Agency.

Additionally, in partnership with the Cree Nation Government in Quebec, the Agency considered the requirements of the [James Bay and Northern Quebec Agreement](#)<sup>x</sup> and the IAA to implement assessment processes efficiently and effectively. In May 2022, the Cree Nation Government, the Minister, and the Agency signed the [Agreement concerning the Troilus external federal assessment process under the James Bay and Northern Quebec Agreement and the Impact Assessment Act](#)<sup>xi</sup>—an agreement on the joint assessment of the Troilus Gold Mine Project. In

January 2023, the Minister issued a Decision Statement for the James Bay Lithium Mine, a joint assessment pursuant to the Agreement. This increased the capacity of Indigenous Peoples to engage in and lead consultations in assessments, which advances reconciliation.

### **Departmental Result: Indigenous groups, the public and stakeholders have opportunities to meaningfully participate in assessments**

While promoting economic development serves Canada’s national interest, major infrastructure and resource development projects often occur in communities or on the traditional territories of Indigenous Peoples. As such, these projects may impact Indigenous Peoples’ rights and ability to maintain Indigenous culture, customs, and traditions. Over the past year, the Agency effectively and meaningfully consulted with Indigenous Peoples and communities, and engaged with the public and stakeholders who may be affected by a project. Considering the perspectives of Indigenous Peoples, the public, and stakeholders increased the scope of information available to inform assessments, led to better-informed assessment decisions, and ultimately improved the assessment processes.

Among its many initiatives, the Agency delivered funding programs to reduce financial barriers for, and improve relationships with, interested and potentially impacted Indigenous Peoples and members of the public. In particular, the Agency’s funding programs increase participation in virtual and in-person consultations and engagement sessions to help produce reports and inform assessments and assessment-related documents.

The Agency signed 47 new contribution agreements through the [Participant Funding Program \(PFP\)](#)<sup>xii</sup>—31 for assessments under the IAA and 16 for assessments under CEAA 2012—to support the participation of Indigenous Peoples, the public, and stakeholders in assessments. The Agency also disbursed contributions to 57 unique recipients for their participation in six impact assessment processes and 15 environmental assessment processes. An additional 65 new contribution agreements were signed for regional assessments, where contributions were disbursed to 24 unique recipients for four regional assessment processes. Moreover, the PFP disbursed funding through 259 grant agreements, which supported assessment activities and participation in the Indigenous Oversight Forum leadership meetings with the Canada Energy Regulator for the NOVA Gas Transmission Ltd Project.

Through the [Indigenous Capacity Support Program \(ICSP\)](#),<sup>xiii</sup> the Agency signed 16 new contribution agreements to support the participation of Indigenous communities and Indigenous non-profit organizations to engage in, and lead consultations on, assessments, policy engagement, and monitoring and follow-up activities. The Agency also disbursed contributions to 30 unique recipients to support their participation in consultation activities, such as the development of governance structures, in-house training, and awareness of the impact assessment process for community members. Additionally, ICSP funding supported an in-person national conference, called the “National Indigenous Capacity Support Conference,” wherein recipients shared tools, knowledge, and best practices in impact assessment.

Through the [Policy Dialogue Program \(PDP\)](#),<sup>xiv</sup> the Agency signed 99 new contribution agreements and disbursed contributions to 120 unique recipients to support the participation of Indigenous Peoples, the public, and stakeholders in reviewing and developing policies and guidance. PDP enabled the Agency to collaborate with Indigenous organizations via bilateral discussions with national Indigenous organizations on key policy topics, such as assessing the impacts to Indigenous rights, Indigenous Knowledge, and western science. These discussions will set the groundwork for the development of future regulations related to co-administration agreements.

Over the past year, Indigenous Peoples continued to play a meaningful role in every part of project assessments. The Agency continued its efforts towards reconciliation and strengthening its relationship with Indigenous Peoples to ensure that they benefit directly from project development, and that Indigenous rights and culture were respected and protected throughout assessment processes. Recognizing that designated projects often have disproportionate effects and compound risks for Indigenous Peoples, the Agency remained committed to creating more opportunities for meaningful participation throughout the assessment process.

The Agency’s obligation and commitment to consult with Indigenous communities is in many respects unique. It goes beyond fulfilling the legal duty to consult, by also addressing statutory obligations under the IAA to consider direct impacts on Indigenous Peoples and adverse impacts on rights. The Agency is committed to implementing the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)<sup>xv</sup> and ensuring Indigenous perspectives, concerns, and knowledge contribute to high quality assessments and informed decision-making on major projects. To this effect, the Agency has increased capacity for this important priority through the creation of a new sector dedicated to Indigenous relations.

In 2022–23, the Agency meaningfully collaborated with Indigenous Peoples to develop policies, regulations, and guidance documents. Developed in partnership with the IAC, the [Indigenous Knowledge Policy Framework for Project Reviews and Regulatory Decisions](#)<sup>xvi</sup> was published in September 2022. The purpose of the Framework is to support the consistent application of provisions of the IAA, [Canadian Energy Regulator Act](#),<sup>xvii</sup> and the [Canadian Navigable Waters Act](#),<sup>xviii</sup> as it relates to Indigenous Knowledge, as well as provisions of the [Fisheries Act](#),<sup>xix</sup> regarding fish and fish habitat protection provisions. The Framework ensures that Indigenous Knowledge is treated respectfully and appropriately in regulatory processes. It fosters open communication about how Indigenous Knowledge is considered and protected from disclosure and establishes consistent expectations for the implementation of legislative provisions. The Framework was also translated into nine Indigenous languages, demonstrating the Agency’s commitment to going beyond its legal duty to consult as part of the assessment and policy development processes.

<p><b>Collaborative partnerships with Indigenous communities</b></p> <p>Led by Biigtigong Nishnaabeg, consultations on the Marathon Palladium Project resulted in establishing opportunities for Indigenous leadership and building a consent-based process. Advancing Canada’s commitment to reconciliation with Indigenous Peoples, the Agency supported Indigenous leadership through co-developing consultation and accommodation reports. Additionally, the Agency prepared to present alongside Biigtigong Nishnaabeg at the 2023 IAIA Conference in Kuching Malaysia on Operationalizing a Consensus-based Approach through Environmental Assessment.</p>
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In an effort to facilitate a regular two-way dialogue with Indigenous Peoples, the Agency communicated important project issues through a quarterly e-newsletter that included information on policy issues, workshops, training, and engagement opportunities. Through formal letters, meetings, informal telephone calls, and emails, the Agency maintained its relationship with Indigenous communities and organizations. Indigenous Peoples were notified of opportunities to participate in policy development and partnerships through targeted and general call-outs, and were invited to provide feedback on key policy issues.

The Agency actively supported Crown-Indigenous Relations and Northern Affairs Canada, and Indigenous Services Canada in the negotiations of impact assessment provisions for agreements with the Crees of Eeyou Istchee (Crees of Quebec), Innu of Labrador, Le Regroupement Petapan, Whitecap Dakota First Nation, Atikamekw Nation, Mikisew Cree First Nation, and Kebaowek First Nation. Additionally, the Agency participated in negotiations with the Carrier Sekani First Nation on the Recognition of Indigenous Rights and Self-Determination and the *Musqueam Self Government Agreement*. Under the British Columbia Treaty Process, the Agency's Pacific and Yukon Regional office participated in treaty negotiations with: K'ómoks First Nation, Kitselas First Nation, Kitsumkalum First Nation, Ditidaht First Nation, Pacheedaht First Nation, Te'mexw Treaty Association (Beecher Bay/Sc'ianew, Malahat, Snaw'Naw'As, Songhees, and T'Sou-ke), Klahoose First Nation, Metlakatla First Nation, Carcross/Tagish First Nation, and Teslin Tlingit Council.

The Agency's training program delivered 11 virtual training sessions on the Advanced Impact Assessment Process to 184 participants, which were designed for proponents and federal authorities. Webinars on the IAA overview were delivered to 347 participants. The Agency also began developing a training series on Indigenous participation in assessments, which will be finalized in 2023–24.

Finally, to promote greater visibility of western science and evidence, the Agency shared information on impact assessments to support the improved understanding and assessment of cumulative effects activities available on the [Open Science and Data Platform \(OSDP\)](#).<sup>xx</sup> The Agency also provided status updates on the regional assessments for the Ring of Fire Area, St. Lawrence River Area, Offshore Wind Development in Newfoundland, and Offshore Wind Development in Nova Scotia to Indigenous groups to share information proactively about development activities.

### **Departmental Result: Assessments result in mitigation measures that minimize the adverse effects of projects**

The analysis of a project's contribution to sustainability offers a broader understanding of the project's positive and adverse effects. It supports informed decision-making regarding potential environmental, health, social, and economic effects for present and future communities. For a project to proceed under the IAA, the Minister issues a Decision Statement to the proponent with clear, measurable, and enforceable conditions with which the proponent must comply. These conditions include mitigation measures that minimize adverse effects, and a follow-up program to verify the accuracy of assessment predictions and the effectiveness of the mitigation measures.

Under CEAA 2012, environmental assessment reports are produced to inform decision-making and identify key mitigation measures to minimize a project's possible adverse effects. The Minister also issues a Decision Statement under CEAA 2012 with legally enforceable conditions that include mitigation measures and a follow-up program.

Over the past year, the Agency prepared draft conditions that consider public interest factors and address adverse effects within federal jurisdiction for potential inclusion into Decision Statements for seven projects that were allowed to proceed. Before finalizing the conditions, a public comment period was held during which Indigenous Peoples, the public, and stakeholders recommended conditions to be integrated into Decision Statements issued by the Minister. Of the seven projects allowed to proceed, three were substituted assessments conducted in collaboration with the Government of British Columbia, for which the province's Environmental Assessment Office conducted the public comment period, with the remaining assessments being led by the Agency.

In 2022–23, the Agency reached a milestone with the Cedar LNG Project becoming the first assessment to reach the Decision phase under the IAA, with a public interest decision and Decision Statement. The project's Impact Assessment Report identified key mitigation measures to minimize the project's potential adverse effects, which were transformed into 269 legally binding conditions in the federal Minister's Decision Statement. Among others, these conditions included being net-zero no later than 2050 by balancing the amount of greenhouse gas produced with the amount removed. This Decision Statement requires the proponent to develop and implement follow-up programs to verify the accuracy of assessment predictions, determine the effectiveness of the mitigation measures, and facilitate suitable responses to emerging issues.

To promote and enforce compliance with the IAA, accompanying regulations, and conditions in the Decision Statements issued by the Minister to proponents, the Agency conducted 17 on-site inspections and 28 off-site inspections in 2022–23. The Agency also issued two enforcement actions, such as non-compliance notices—to the proponents of the Springbank Offstream Reservoir Project, and the Site C Clean Energy Project. These notices ensured corrective actions were taken, compliance was restored, and further adverse effects were avoided.

The Agency reviewed changes proposed by proponents for ten projects, including changes in a project's design, construction or operation plans that may result in different effects from the completed assessment. Of those ten projects, one amended Decision Statement was issued for the Milton Logistics Hub Project. All information related to compliance and enforcement, including annual reports, enforcement actions taken, and inspection summaries, are posted on the Registry or the Agency's website.

When necessary, the Agency continued to adjust inspection activities to prioritize the health and safety of Canadians while fulfilling its responsibility to verify compliance. For instance, the Agency accommodated the various travel-related, corporate, and community COVID-19 protocols, which impacted inspection activities. Where appropriate, virtual meetings were held with proponents and stakeholders instead of in-person meetings. Moreover, while all planned on-site inspections were conducted in 2022–23, the Agency incorporated various COVID-19 community protocols, such as on-site COVID-19 testing for enforcement officers.

## Gender-based analysis plus

To continue supporting the government’s priority to integrate [Gender-based Analysis Plus \(GBA Plus\)](#)<sup>xxi</sup> considerations across programs and policies, the Agency developed tools and guidance to help promote inclusive participation in the assessment process. As an analytical tool to understand people of intersecting identities, GBA Plus helps assess a project’s positive and negative impacts on people of different genders, identities, and abilities. Information gathered through the application of GBA Plus can be used to develop targeted strategies to mitigate or eliminate the potential negative impacts of a project, while identifying ways to broaden the benefits to more sub-populations within a community.

For assessments continuing under CEAA 2012, GBA Plus is considered when project decisions are referred to Governor-in-Council on whether the significant adverse environmental effects of a project are justified in the given circumstances. In 2022–23, three projects required a Governor-in-Council decision. Under the IAA, GBA Plus is required in all impact assessments. The Agency established requirements in TISGs that make the application of GBA Plus mandatory for Impact Statement submissions and Impact Statement Reports.

As the first assessment decision under the IAA, Cedar LNG’s Assessment Report provides a good example of the application of GBA Plus in impact assessments. Cedar LNG’s Assessment Report considered findings from the Final Report on Missing and Murdered Indigenous Women and Girls and the “Calls for Justice” in the context of how the project may adversely affect the safety and security of Indigenous women, girls, and gender-diverse people. This resulted in a condition that requires the implementation of processes to eliminate workplace violence, harassment, bullying and discrimination that:

- contains gender-specific policies and processes that promote a safe, respectful, and inclusive environment for all employees, including women and gender and sexual minorities; and
- includes consideration of the Calls for Justice (13.1-13.5) addressed to the extractive and development industries.

Further, the Agency provided funding to Oxfam Canada to prepare a community and activist guide to intersectional gender-based analysis and impact assessments, titled “[Inspiring Change](#).”<sup>xxii</sup> While Indigenous Peoples and the public are invited to provide their feedback at all phases of an assessment process, barriers to participation for marginalized groups must be considered. Additionally, resource development projects impact people of diverse identities differently. Consequently, the report prepared by Oxfam Canada provides an overview of advocacy approaches that can be used to help ensure the voices of diverse community members are heard.

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

The Agency’s activities under its core responsibility support Canada’s efforts to address the United Nations’ 2030 Agenda for Sustainable Development and its Sustainable Development Goals by supporting the greening government goal. For example, the Agency contributed to sustainable consumption by transmitting electronic copies of meeting materials (e-Binders) for the interdepartmental impact assessment committees. Using e-Binders resulted in a greener government process via reduced paper consumption, eliminating the need to print records.

### Innovation

The Agency used the artificial intelligence tool DeepL to improve its translation services. In 2022–23, this tool was used to enhance the efficiency of translating over 400 documents.

After piloting QR Codes to manage online information, the Agency determined that using these codes simplified messaging in public notices and improved marketing analytics. As a result of this pilot, QR Codes are used for public notice advertisements in print and digital media for public comment periods whenever possible.

To examine environmental assessment documents, NVivo was used for qualitative data analysis and to perform custom query searches, identify text trends, and develop word clouds. Along with the Assessment Management System, the Agency used NVivo to accelerate the processing of information to produce reports and import data into other information management systems.

### Key risks

Key risks	Mitigation strategies
<p><b>Fluctuation of economic activity and commodity price</b></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 forecasted 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><b>Inadequate or ineffective Crown Consultations and Indigenous participation</b></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>

Key risks	Mitigation strategies
<p>To fulfill the federal Crown’s legal duty to consult, the Agency acts as the Crown Consultation Coordinator for the assessment process, including for integrated reviews with lifecycle regulators. Effective Crown consultation requires the meaningful participation of potentially affected Indigenous groups as well as other federal organizations, as measures proposed to avoid or minimize potential impacts on Indigenous Peoples may rest within their areas of expertise or jurisdiction.</p> <p>A lack of adequate consultation makes it difficult to identify potential project impacts on Indigenous Peoples and ensure appropriate avoidance, mitigation or other accommodation measures are proposed and implemented to address potential impacts.</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><b>Duplication of effort due to shared responsibilities</b></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, as well as developing mechanisms to facilitate cooperation (including cooperation agreements).</p>
<p><b>Non-compliance with conditions</b></p> <p>Proponent non-compliance, including non-compliance with conditions identified in decision statements, could result in environmental, economic, social, and 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>
<p><b>Dependency on global and domestic economic performance</b></p> <p>Effective delivery of the Agency’s mandate is directly linked to global and domestic economic performance, particularly in the post COVID-19 recovery period. Potential impacts relate to the Agency’s ability to undertake meaningful public engagement and Indigenous consultation on projects undergoing assessments in a timely way.</p> <p>Changing economic performance also affects the timing and volume of work, which has an</p>	<p>The Agency continues to assess the COVID-19 situation, make adjustments to consultation activities, and provide flexibility as needed in order to prioritize the health and safety of all 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>

Key risks	Mitigation strategies
impact on spending related to program delivery, including grants and contributions spending and planned staffing to support assessments.	

## Results achieved

The following table shows, for Impact Assessment, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results <sup>1</sup>
Science, evidence and Indigenous Knowledge is available to inform decisions in the public interest	Percentage of assessment reports provided to decision-makers that include a science-based assessment of the project, and a summary of public comments and how Indigenous Knowledge and perspectives were considered	100%	March 2023	Not available	100%	100%
Indigenous groups, the public and stakeholders have opportunities to meaningfully participate in assessments	Percentage of Indigenous groups participating in assessment-related engagement/consultation activities that indicate IAAC's engagement was meaningful	At least 90%	March 2023	Not available	Not available	Not available <sup>2</sup>
	Percentage of public and stakeholder participants in assessment-related engagement/consultation activities that indicate IAAC's engagement was meaningful	At least 90%	March 2023	Not available	Not available	78% <sup>3</sup>
Assessments result in mitigation measures that minimize the adverse effects of projects	Percentage of projects for which reporting indicates that mitigation measures set out in the decision statement effectively address adverse effects of the project	At least 90%	March 2023	Not available	Not available	Not available <sup>4</sup>

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results <sup>1</sup>
<b>Notes</b>						
<sup>1</sup> Results for 2022-23 are limited because data collection tools and methods are still under development.						
<sup>2</sup> Results are not available for this indicator since the development of the data collection tool was delayed due to the COVID-19 pandemic. The Agency anticipates that the data collection tool will be implemented in 2023–24.						
<sup>3</sup> Results for this indicator only started to be collected in February 2023. With additional data collection continuing, the Agency expects to start to achieve its annual target of at least 90% starting in 2023-24.						
<sup>4</sup> For 2022–23, this indicator’s results are unavailable since the first project (Cedar LNG) received a Decision Statement under the IAA in March 2023 and has not yet commenced construction. Therefore, under the IAA, there are no follow-up program results to report for 2022–23. Additionally, for projects under CEAA 2012, proponents take different approaches to developing, implementing, and reporting on the follow-up program results. Therefore, the Agency does not have the information to report on the effectiveness of mitigation measures for CEAA 2012 projects. However, the Agency is producing a guidance document for proponents in developing, implementing, and reporting on follow-up programs for projects under the IAA and CEAA 2012.						

Financial, human resources and performance information for the Agency’s program inventory is available in [GC InfoBase](#).<sup>xxiii</sup>

## Budgetary financial resources (dollars)

The following table shows, for Impact Assessment, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
69,989,289	69,989,289	68,308,283	61,545,761	-8,443,528

Financial, human resources and performance information for the Agency’s program inventory is available in [GC InfoBase](#).<sup>xxiv</sup>

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
359	347	-12

Financial, human resources and performance information for the Agency’s program inventory is available in [GC InfoBase](#).<sup>xxv</sup>

## Internal services

### 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 service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

Internal Services offer corporate support to strengthen the Agency’s capacity to implement the IAA, contribute to its core responsibility, and deliver its commitments in a cost-effective and timely manner. The Agency understands that investing in employee career growth and development increases engagement and results in higher quality work. Over the past year, staff were encouraged to participate in interdepartmental and corporate initiatives focused on mentoring and managerial training, such as the [Mentorship Plus](#)<sup>xxvi</sup> and the [Mosaic Leadership Development](#)<sup>xxvii</sup> programs. Additionally, to support the professional development of managers and executives, the Agency introduced an internal professional coaching program where

executives could receive certification as a Certified Professional Coach or Energy Leadership Index Master Practitioner and offer their services internally to other executives and managers.

In 2022–23, the Agency made great strides in advancing its diversity, inclusion, anti-racism, and accessibility priorities, completing 70% of actions in its extensive three-year Diversity and Inclusion Plan developed in 2021–22. Some accomplishments include:

- strengthening safe spaces for employees of equity-deserving groups by increasing available groups;
- influencing the Agency’s culture through the Diversity and Inclusion Committee and employee-driven initiatives;
- reviewing the Agency’s Staffing policies through a diversity and inclusion lens to remove barriers and align them with changes to the [Public Service Employment Act](#)<sup>xxviii</sup>;
- publishing and implementing the Agency’s first Accessibility Plan and the Accessibility Passport, a platform for employees to discuss challenges and ensure appropriate accommodation;
- developing and workshopping a tool based on GBA Plus considerations, which helps staff identify issues related to identity factors and consider different lived experiences when making decisions, creating initiatives, or reviewing programs and policies; and
- incorporating diversity and inclusion learning objectives into the Agency’s training priorities for all employees.

To foster a safe and healthy workforce, with the help of its Joint Mental Health Committee, the Agency implemented its 2020–22 Mental Health Strategy and began developing its next iteration in 2022–23. The Agency continued to create a culture in which employees felt empowered to speak up on mental health and wellness issues, and deliver several corporate programs to support their overall mental health and wellness.

Further, the Agency completed a review of its physical office spaces to ensure that accommodations in the workplace were appropriate. This helped the Agency retrofit its workspace with ergonomic chairs, sit-stand desks, and other computer accessories

to prevent possible physical injury. To ensure alignment with the government’s new hybrid directive for the federal public service and that employees are safe and appropriately equipped in their telework office and the workplace, the Agency also developed a Guide for Equipping

**Maximizing hybrid work and optimizing service excellence, the Agency:**

- implemented the MyWorkArrangement application so that staff were fully equipped when all public servants were mandated to return to the workplace;
- offered multiple learning opportunities to the executive team on change management and working in a hybrid context;
- provided guidance and tools for managers regarding facilitating communication and collaboration between remote and in-person teams; and
- sought Agency-wide input on ways to capitalize on the hybrid workplace and strengthen the organization through engagement sessions for staff and a survey seeking their views on a hybrid workplace.

Employees in a Hybrid Workplace. The Agency shared and communicated this guide with all Agency employees across Canada.

In 2022–23, the Agency developed and implemented communications strategies, including high quality communications products for seven Ministerial decisions. In the past year, the Agency issued 12 news releases and 38 public notices, made 96 postings to the Registry, and made over 1360 postings on social media. Additionally, the Agency developed an Indigenous Language Directive to advance strategic communications plans and support translation to Indigenous languages.

Through the Registry, the Agency continued to facilitate meaningful engagement with Indigenous Peoples, the public, and stakeholders by developing mechanisms that support plain language communication and improve user experience. For instance, the Agency integrated historical assessment information into the Registry and the OSDP, explored user subscription and update tools, and completed a usability study of the Registry and the Agency’s website to identify potential barriers to accessibility and improve user experience.

New features and changes were also added to the Registry in 2022–23, including:

- a function that enables users to browse active assessments and federal lands assessments;
- access to scientific and geospatial data where users can download files submitted by proponents with detailed project descriptions or Impact Statements;
- a comment editing feature for Registry staff to redact information when required; and
- updates to address performance and stability.

Additionally, the Government of Canada positioned the Agency to provide a robust and evidence-based impact assessment regime by renewing its funding and that of 12 partner departments and agencies until at least 2027–28. As a result of the new funding, the Agency began expanding the organization and the scope of program and policy areas. The Agency also began using innovative talent sourcing strategies to attract and recruit employees and invest in their professional development.

Over the past year, the Agency, in collaboration with partner departments and agencies, effectively completed the [Horizontal Evaluation of the Impact Assessment and Regulatory Processes Horizontal Initiative](#).<sup>xxix</sup> The horizontal evaluation of the initiative revealed that the initiative is being implemented effectively, and the intended results and impacts of the horizontal initiative are expected to be achieved through the continued implementation of the IAA.

## **Contracts awarded to Indigenous businesses**

The Agency is a Phase 1 department and as such must ensure that a minimum 5% of the total value of the contracts it awards to Indigenous businesses by the end of 2022–23. In its 2023–24 Departmental Plan, the department forecasted that, by the end of 2022–23, it would award 4% of the total value of its contracts to Indigenous businesses.

As shown in the following table, the Agency awarded 12.8% of the total value of its contracts to Indigenous businesses in 2022–23.

Contracting performance indicators	2022-23 Results
Total value of contracts* awarded to Indigenous businesses† (A)	\$333,574
Total value of contracts awarded to Indigenous and non-Indigenous businesses‡ (B)	\$2,600,395
Value of exceptions approved by deputy head (C)	Not Applicable
Proportion of contracts awarded to Indigenous businesses [A / (B–C)×100]	12.8%

\*Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards. May include subcontracts.

†For the purposes of the 5% target, Indigenous businesses include Elders, band and tribal councils; businesses registered in the [Indigenous Business Directory](#)<sup>xxx</sup> for contracts under the [Procurement Strategy for Aboriginal Business](#)<sup>xxxi</sup> and businesses registered in a beneficiary business list for contracts with a final delivery in a modern treaty or self-government agreement area with economic measures as defined by Indigenous Services Canada.

‡Includes contract amendments.

To ensure the Agency’s continued success in meeting or exceeding the 5% target, it conducted outreach activities in 2022–23, including:

- meeting with Indigenous businesses to discuss potential opportunities and the Agency’s business requirements and needs;
- providing briefings to enable Indigenous businesses to better respond to future requirements and increase their chances of success;
- participating in regular meetings with Indigenous Services Canada, the federal coordinating body responsible for training and advising on Indigenous procurement;
- looking for opportunities that enable Indigenous suppliers to participate in smaller-scale procurement requirements for software, computer suppliers, 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<sup>1</sup> opportunities.

<sup>1</sup> Also known as “selective set-asides,” voluntary set-asides may be employed if Indigenous capacity exists and where operational requirements, the best value, prudence, integrity, and sound contracting management can be assured.

### Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
10,080,828	10,080,828	10,959,717	10,959,717	878,889

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

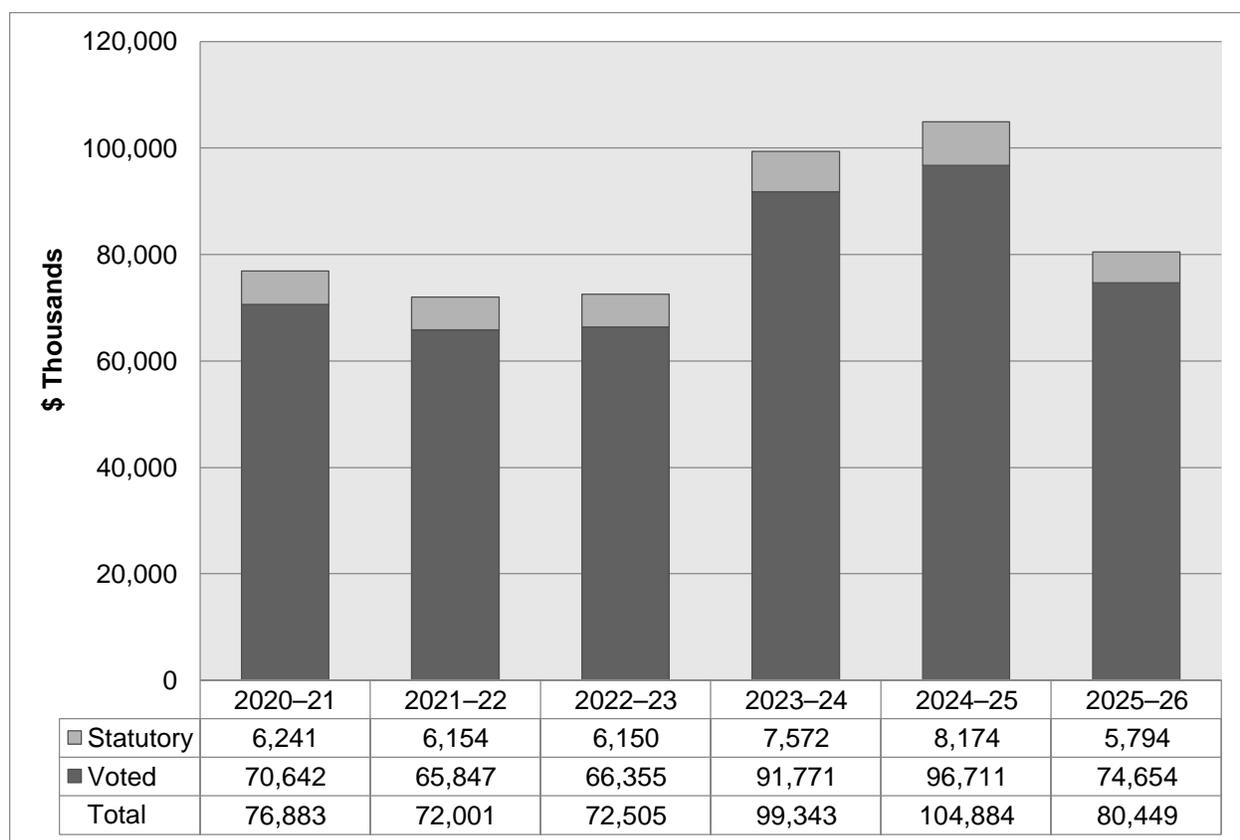
2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
84	84	0

## Spending and human resources

### Spending

#### Spending 2020–21 to 2025–26

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



The [2022 Fall Economic Statement](#)<sup>xxxii</sup> announced renewed and new funding for the Agency. This funding will enable full implementation of the objectives of the new impact assessment process, and improve efficiency to respond to a growing number of proposed major projects. The Agency’s expenditures have remained relatively stable over the past few years but are anticipated to increase due to the forecasted growing number of impact assessments.

## Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the Agency’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Impact Assessment	69,989,289	69,989,289	79,474,598	84,956,197	68,308,283	67,200,184	58,885,960	61,545,761
<b>Subtotal</b>	<b>69,989,289</b>	<b>69,989,289</b>	<b>79,474,598</b>	<b>84,956,197</b>	<b>68,308,283</b>	<b>67,200,184</b>	<b>58,885,960</b>	<b>61,545,761</b>
Internal services	10,080,828	10,080,828	19,868,649	19,927,997	10,959,717	9,683,305	13,114,776	10,959,717
<b>Total</b>	<b>80,070,117</b>	<b>80,070,117</b>	<b>99,343,247</b>	<b>104,884,194</b>	<b>79,268,000</b>	<b>76,883,489</b>	<b>72,000,736</b>	<b>72,505,478</b>

## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the Agency’s core responsibilities and to internal services.

## Human resources 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 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Impact Assessment	367	350	359	347	427	476
<b>Subtotal</b>	<b>367</b>	<b>350</b>	<b>359</b>	<b>347</b>	<b>427</b>	<b>476</b>
Internal services	79	84	84	84	113	112
<b>Total</b>	<b>446</b>	<b>434</b>	<b>443</b>	<b>431</b>	<b>540</b>	<b>588</b>

## Expenditures by vote

For information on the Agency’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).<sup>xxxiii</sup>

## Government of Canada spending and activities

Information on the alignment of the Agency’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>xxxiv</sup>

## Financial statements and financial statements highlights

### Financial statements

The Agency’s financial statements (unaudited) for the year ended March 31, 2023, are available on the [Agency’s website](#).<sup>xxxv</sup>

### Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	92,258,443	81,529,916	81,522,684	-10,728,527	7,232
Total revenues	3,200,000	2,969,474	3,424,953	-230,526	-455,479
Net cost of operations before government funding and transfers	89,058,443	78,560,442	78,097,732	-10,498,001	462,710

The 2022–23 planned results information is provided in the Agency’s [Future-Oriented Statement of Operations and Notes 2022–23](#).<sup>xxxvi</sup>

## Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	10,636,857	13,800,260	-3,163,403
Total net financial assets	6,888,229	9,513,362	-2,625,133
Departmental net debt	-3,748,628	-4,286,898	538,270
Total non-financial assets	708,717	652,502	56,215
Departmental net financial position	-3,039,911	-3,634,396	594,485

The 2022–23 planned results information is provided in the Agency’s [Future-Oriented Statement of Operations and Notes 2022–23](#).<sup>xxxvii</sup>

## 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](#)<sup>xxxviii</sup> and the [Impact Assessment Act](#)<sup>xxxix</sup>

**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

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

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#).<sup>xli</sup>

### Operating context

Information on the operating context is available on the [Agency's website](#).<sup>xlii</sup>

## Reporting framework

The Agency’s departmental results framework and program inventory of record for 2022–23 are shown below.

Departmental Results Framework	Core Responsibility: Impact Assessment		Internal Services
	Departmental Result: Science, evidence and Indigenous Knowledge is available to inform decisions in the public interest	Indicator: Percentage of assessment reports provided to decision-makers that include a science-based assessment of the project, and a summary of public comments and how Indigenous Knowledge and perspectives were considered	
	Departmental Result: Indigenous groups, the public and stakeholders have opportunities to meaningfully participate in assessments	Indicator: Percentage of Indigenous groups participating in assessment-related engagement/consultation activities that indicate IAAC’s engagement was meaningful	
		Indicator: Percentage of public and stakeholder participants in assessment-related engagement/consultation activities that indicate IAAC’s engagement was meaningful	
Departmental Result: Assessments result in mitigation measures that minimize the adverse effects of projects	Indicator: Percentage of projects for which reporting indicates that mitigation measures set out in the decision statement effectively address adverse effects of the project		

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

## Supporting information on the program inventory

Financial, human resources and performance information for the Agency’s program inventory is available in [GC InfoBase](#).<sup>xliii</sup>

## Supplementary information tables

The following supplementary information tables are available on the [Agency’s website](#)<sup>xliv</sup>:

- ▶ Reporting on Green Procurement
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Horizontal initiatives
- ▶ Response to Parliamentary Committees

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>xlv</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Organizational contact information

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## 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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

### **departmental priority** (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. 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 quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its 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.

### **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. For a particular position, the full-time equivalent figure is the ratio of

number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

**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; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 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.

**horizontal initiative** (*initiative horizontale*)

An initiative where 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 to the expected result.

**planned spending** (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

A 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.

**Indigenous business** (*enterprise autochtones*)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

**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

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