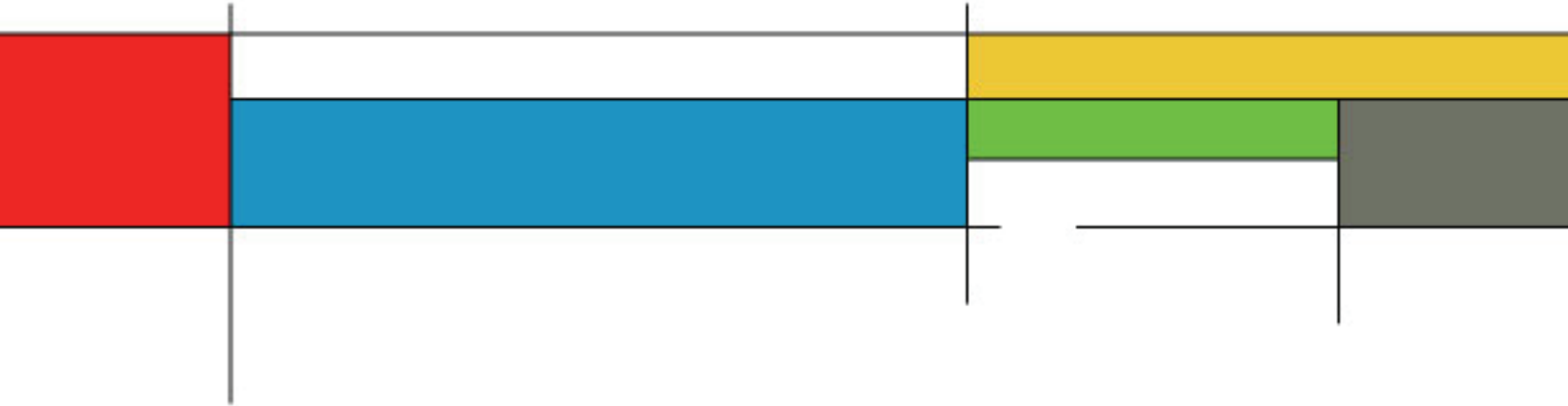




Infrastructure
Canada



Infrastructure Canada

Departmental Plan

2017 - 18

The Honourable Amarjeet Sohi, P.C., M.P.
Minister of Infrastructure and Communities

Canada 

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Catalogue No. T91-4E-PDF
ISSN 2371-8692

Aussi offert en français sous le titre Infrastructure Canada –
Plan ministériel 2017-2018.

Table of contents

Minister's message	1
Plans at a glance	3
Raison d'être, mandate and role: who we are and what we do	7
Raison d'être	7
Mandate and role	7
Operating context: conditions affecting our work	11
Key risks: things that could affect our ability to achieve our plans and results	13
Planned results: what we want to achieve this year and beyond	17
Programs	17
Internal Services	39
Spending and human resources.....	45
Planned spending	45
Planned human resources	48
Estimates by vote	48
Future-Oriented Condensed Statement of Operations	49
Supplementary information.....	51
Corporate information	51
Supplementary information tables.....	54
Federal tax expenditures.....	54
Organizational contact information	54
Appendix A: definitions	55
Endnotes	59

Minister's message

As Canada's Minister of Infrastructure and Communities, I am pleased to present Infrastructure Canada's Departmental Plan (DP) for 2017-18. Our Plan provides parliamentarians and Canadians with information on what we do and the results we are trying to achieve during the upcoming year. To improve reporting to Canadians, we are introducing a new, simplified report to replace the Report on Plans and Priorities.



The title of the report has been changed to reflect its purpose: to communicate our annual performance goals and the financial and human resources forecast to deliver those results. The report has also been restructured to tell a clearer, more straightforward and balanced story of the actual results we are trying to achieve, while continuing to provide transparency on how taxpayers' dollars will be spent. We are sharing our story and how our programs, services and accomplishments improve the lives of Canadians. The report will also share our priorities for 2017–18, and how our work will fulfill our departmental mandate commitments and the government's priorities.

Our Story

Infrastructure investments are key to the success of Canadians, our communities, and our country. Infrastructure provides opportunity, by getting people to work and children to school, by lifting families out of poverty, and growing businesses.

Our cities are growing rapidly, and our existing infrastructure assets need to be repaired. We need to work with our partners to maintain the infrastructure we have now and deliver our Investing in Canada plan, a long-term plan that meets the real needs of our communities.

Last year the Government of Canada launched the first phase of our plan, which focused on making repairs to our critical infrastructure, and we did not waste any time rolling it out. We signed bilateral agreements with all provinces and territories that led to the approval of more than 800 projects. With previously existing programs, this means a total of over 1200 projects approved across the country, on top of the 2000 projects funded through the Gas Tax Fund.

We engaged Canadians from coast to coast to coast, online and in person, to identify their infrastructure needs and priorities. We strengthened our relationships with provincial, territorial, municipal and Indigenous partners through a landmark meeting of ministers responsible for infrastructure and other constructive forums. We improved how we do business and build partnerships. Our collaborative approach is leading to solutions for the future. We started a new partnership with the Federation of Canadian Municipalities that

will provide training on how to strengthen infrastructure planning and decision-making and help municipalities transition to a clean growth economy.

Last November's Fall Economic Statement presented the fiscal framework for our plan. Including the work already underway, our government will invest more than \$180 billion over 12 years to improve our infrastructure across the country, provide opportunities for Canadians and build strong communities.

We will focus on five key areas – public transit; green infrastructure, social infrastructure; transportation infrastructure that supports trade; and rural and northern communities.

We will create a Canada Infrastructure Bank to enhance infrastructure investment through innovative funding and financing. We will launch a Smart Cities Challenge to improve the quality of life for urban residents through better city planning, digital connectivity and clean technologies. I believe these investments will build communities where people want to live, work and raise families today and help us prepare for the challenges ahead.

As we implement our long-term plan, we will advance our work on the new Champlain Bridge in Montreal and the Gordie Howe International Bridge in Windsor. The importance of these projects cannot be understated – the Windsor-Detroit Gateway is the busiest commercial land crossing along the Canada-US border and the existing Champlain Bridge sees an estimated \$20 billion in trade cross it every year. We will continue to deliver these projects for Canadians.

I invite you to learn more about our programs by visiting www.infrastructure.gc.caⁱ, and follow the progress of infrastructure projects across the country using our [Project Tracker](#)ⁱⁱ.

The Honourable Amarjeet Sohi, P.C., M.P.

Minister of Infrastructure and Communities

Plans at a glance

In 2017-18, Infrastructure Canada will continue to deliver new and existing infrastructure programs to ensure that the federal government's investments in public infrastructure will build communities that are livable, sustainable and prosperous for all Canadians. In addition, the Department will continue to advance the construction of the New Champlain Bridge Corridor project and the Gordie Howe International Bridge project through public-private partnerships. The Department has identified five organizational priorities to guide its activities in order to meet these commitments.

During the 2017-18 planning period, Infrastructure Canada will be implementing the new Treasury Board Policy on Results, which includes the development of a "Departmental Results Framework" that would serve as the basis of the Department's reporting structure in the future. This new reporting structure will allow the Department to improve performance measurement efforts and position the Department to better communicate the results achieved to Canadians.

Priority 1: Implement "Investing in Canada", a long-term infrastructure plan that will deliver significant new funding to provinces, territories and municipalities to support inclusive and sustainable economic growth.

The Minister of Infrastructure and Communities' overarching goal is to rebuild Canada for the 21st Century. This will require significant new investments in public transit, green infrastructure, social infrastructure, infrastructure for rural and northern communities and other core public infrastructure, as well as trade and transportation infrastructure. Taking existing infrastructure programs into account, along with investments made in Budget 2016 and additional investments announced in the 2016 Fall Economic Statement, the government will invest more than \$180 billion in Canadian communities over 12 years.

Beginning in 2016, the initial phase of our long-term infrastructure plan enabled investments in public transit, green and social infrastructure, by focusing on the rehabilitation of existing infrastructure and laying the foundation to help strengthen the middle class and support inclusive and sustainable economic growth for years to come. Infrastructure Canada will support the Government of Canada's plan for long-term transformative change through infrastructure by working closely with its partners to develop integrated and flexible funding agreements, establish a new Canada Infrastructure Bank focused on engaging private capital, and to develop a complementary suite of programs to achieve specific national outcomes such as a Smart Cities Challenge that will accelerate the planning and adoption of innovative urban infrastructure. The Department will also work on a data strategy to improve data collection and build capacity for robust performance measurement practices. In 2017-18, the Department will work with provincial, territorial, municipal, and other partners to effectively govern

programs by implementing bilateral agreements, ensuring that the terms of these agreements are respected and that claims are processed efficiently; and will work with federal partners and stakeholders to report on progress and outcome-based performance measures.

Priority 2: Advance construction of the New Champlain Bridge Corridor project and support Jacques Cartier and Champlain Bridges Incorporated in keeping the existing Champlain Bridge safe.

The safety of Canadians is a priority for the Government of Canada. As such, maintaining the safety of the existing Champlain Bridge for the over 40 million annual users is key. Furthermore, the New Champlain Bridge Corridor project will increase capacity and efficiency of gateway and corridor infrastructure in the Montréal region and nationally, which in turn will support Canada's economic growth. The Department celebrated in July 2016, the one year anniversary of the beginning of the construction of the New Champlain Bridge Corridor project. Construction is proceeding on schedule and bridge components are now visible on the construction site. The Department will continue to focus on the construction phase of the project while maintaining the integrity of the existing bridge.

Priority 3: Support the Windsor-Detroit Bridge Authority to advance the Gordie Howe International Bridge project.

A new Windsor-Detroit border crossing remains a top infrastructure priority for Canada. The Government of Canada is committed to completing the new crossing as early as possible and continues to work closely with the Windsor-Detroit Bridge Authority as they deliver this priority project in close collaboration with the State of Michigan and the U.S. Government. The new Gordie Howe International Bridge will add a border crossing option at the busiest trade corridor between Canada and the United States. It will have a direct connection with international highways, offer improved border processing facilities and provide for the anticipated growth in traffic over the years to come. The Request for Proposals was launched in 2016, in order to select a private sector partner to design, finance, build, operate and maintain the new bridge and its ports of entry. In 2017-18, a partner will be selected among three proponents. The Department will continue to oversee and support the Windsor-Detroit Bridge Authority, to ensure that it has access to the necessary parliamentary appropriations to carry out its priorities and fulfill its project commitments.

Priority 4: Implement government-wide and departmental transformation initiatives that contribute to efficiencies.

Infrastructure Canada and the public service are undergoing continuous change. Identifying operational efficiencies and improving processes to provide value for Canadians is an ongoing priority. Continuous efforts at improving internal and operational data collection will help Infrastructure Canada make better decisions and improve service delivery. The Department continues to deliver on its open government agenda, including making program data available to Canadians. As well, the Department is making considerable progress in adopting government-wide transformation initiatives through Blueprint 2020 and by embracing continuous process improvement methodologies.

Priority 5: Maintain a healthy, respectful and supportive work environment.

A healthy, respectful and supportive work environment is a priority area for the public service at large. It also builds on feedback received through Blueprint 2020 and the 2014 Public Service Employee Survey. This type of work environment creates the conditions for a more engaged, productive and innovative workforce. Infrastructure Canada will continue to take concrete actions to support this priority. During 2017-18, the Department will continue to implement the 2014 Public Service Employee Survey Action Plan initiatives, approve and inform employees about the Departmental Mental Health Strategy, launch the ‘Not Myself’ campaign, and provide Mental Health First Aid Training to employees.

For more information on the Infrastructure Canada’s plans, priorities and planned results, see the “Planned results” section of this report.

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

Raison d'être

The key to building Canada for the 21st century is a strategic and collaborative long-term infrastructure plan that builds economically vibrant, strategically planned, sustainable and inclusive communities. Infrastructure Canada works closely with all orders of government and other partners to enable investments in social, green, public transit and other core public infrastructure, as well as trade and transportation infrastructure.

Mandate and role

Public infrastructure provides a foundation to help Canadians maintain and improve their quality of life. The federal government's interest originates from its jurisdictional responsibilities for trade, security, and Indigenous Peoples on reserves, and the role that public infrastructure plays in addressing Canada's national priorities of growing the economy and protecting the environment. Strategic infrastructure investments are needed to create jobs, build sustainable communities and support economic growth for years to come. Infrastructure investments help address complex challenges that Canadians face every day – ranging from the rapid growth of our cities, to climate change, and environmental threats to our water and land.

Infrastructure Canada provides long-term predictable support to help Canadians benefit from world-class, modern public infrastructure. The Department achieves this by making investments, building partnerships, developing policies, delivering programs, and fostering knowledge about public infrastructure in Canada. Since it was established in 2002, the Department has been an important funding partner, working with provinces, territories, municipalities, Indigenous Communities, the private sector and non-profit organizations, along with other federal departments and agencies, to help build and revitalize infrastructure that supports modern, inclusive and diverse communities – and a strong Canada.

In the spring of 2016, the Government of Canada announced a new long-term plan that is already delivering significant new funding to provinces, territories, municipalities and Indigenous communities. The plan, which is being developed in collaboration with all orders of government, is delivering both immediate increased investments in infrastructure and will provide long-term predictable funding to address the priorities of Canadians.

In the 2016 Fall Economic Statement, the Government of Canada announced a proposal to invest an additional \$81 billion through to 2027-2028 in public transit; green

infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. Infrastructure Canada will be at the forefront of helping the Government deliver on these new proposed initiatives. The Government also announced a proposal for establishing two new innovative initiatives: the Canada Infrastructure Bank and the Smart Cities Challenge.

Back in 2011, the Government of Canada committed to building a new bridge over the St. Lawrence River to ensure safe and efficient transportation for commuters, public transit users and commercial vehicles.

Infrastructure Canada is the project authority responsible for delivering the New Champlain Bridge Corridor project in Montréal, Quebec. The existing Champlain Bridge is one of the busiest bridges in Canada with traffic estimated at over 40 million vehicles per year. It is a major Canada-United States trade corridor and a vital link in Montréal's public transportation system, handling \$20 billion of international trade and 11 million transit commuters per year. The new bridge will increase the capacity and efficiency of gateway and corridor infrastructure regionally and nationally and will provide an efficient solution for the movement of goods and people by widening the federally-owned portion of the A-15 Highway to six-lanes and replacing the Nuns' Island (Île-des-Soeurs) Bridge. The new bridge will be completed in 2018 and the rest of the Corridor is scheduled to be completed in 2019.

On November 4, 2015, the Minister of Infrastructure and Communities was given responsibility for the Gordie Howe International Bridge project and the resources that oversee the project were transferred from Transport Canada to Infrastructure Canada. This project is the largest bi-national infrastructure project along the Canada-United States border. The Windsor-Detroit Bridge Authority, a Crown corporation, is responsible for delivering this new border crossing between Windsor, Ontario and Detroit, Michigan — Canada's most important trade corridor with its largest trading partner. Nearly 30 percent of Canada-United States trade by truck goes through Windsor-Detroit, representing approximately \$100 billion per year of merchandise trade. Once complete, the Gordie Howe International Bridge will provide additional capacity to accommodate future traffic growth and will encourage investment and increased trade between Canada and the United States. It will also provide system redundancy, improve border processing

Investing in Canada: A Transformational Infrastructure Plan

In Budget 2016, the government made immediate investments of \$11.9 billion in public transit, green infrastructure and social infrastructure. The 2016 Fall Economic Statement proposes an additional \$81 billion through to 2027-28 in public transit; green infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. Taking into account existing infrastructure programs, the government will be investing more than \$180 billion.

and capacity, and will connect Highway 401 in Ontario and the Interstate system in Michigan. The project will help create thousands of construction jobs and long-term employment opportunities on both sides of the border.

For more general information about the Department, see the “Supplementary information” section of this report. For more information on the Department’s organizational mandate letter commitments, see the Minister’s mandate letter on the [Prime Minister of Canada’s website](#).ⁱⁱⁱ

Operating context: conditions affecting our work

Canadians recognize the value of high-quality infrastructure. They know that improved infrastructure can generate long-term economic and social benefits for their communities. Climate change, emerging technologies, increasing urbanization, evolving social and capital needs, and challenges in rural and northern communities influence the kind of infrastructure needed in the 21st century. These external factors drive the need for a comprehensive long-term infrastructure plan.

In 2016, the Government of Canada laid the foundation for a new long-term plan with immediate investments focused on improving and modernizing the country's most critical infrastructure. Additional investments announced in the 2016 Fall Economic Statement, will focus on five key areas: public transit; green infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. To align with the new investments, Infrastructure Canada has made changes to its existing transfer payment programs to make them more flexible and responsive. Critical trade infrastructure will continue to receive special attention, as Infrastructure Canada continues to oversee the New Champlain Bridge Corridor project and to support the Windsor-Detroit Bridge Authority to advance the Gordie Howe International Bridge project.

The Government of Canada is committed to instill a culture of measurement, evaluation and innovation in program and policy design and delivery. Accordingly, Infrastructure Canada will experiment with new approaches in delivering federal infrastructure initiatives through the Investing in Canada plan and to explore ways to address key barriers and challenges to the adoption of innovation in the infrastructure realm. For example, Infrastructure Canada will work closely with partners to develop integrated and flexible bilateral funding agreements. Whereas past approaches encompassed the delivery of various federal programs with several different project eligibility criteria, these integrated bilateral agreements will streamline the Department's programming to deliver long-term funding to provinces and territories that would be both flexible and responsive to regional-specific needs while advancing national objectives. The Canada Infrastructure Bank represents another innovative approach as it would be a new kind of institution in Canada. The Bank would be responsible for executing complex infrastructure deals using a wide range of financial instruments. Another example of Infrastructure Canada's experimentation and innovation is the Smart Cities Challenge, a transfer payment program that calls for open policy-making and the co-creation of ambitious plans in partnership with stakeholders, civil society, citizens and other governments with a view to improving the quality of life for urban residents, through better city planning and implementation of clean, digitally connected technology including greener buildings,

smart roads and energy systems, and advanced digital connectivity for homes and businesses.

In addition, in support of the Government of Canada's Innovation Agenda, Infrastructure Canada will engage with other partners (including the Federation of Canadian Municipalities) to explore ways to: boost innovation in smart technologies and new materials that would enable Canada's construction sector to increase productivity; provide more cost-effective and sustainable solutions to address infrastructure needs; and improve procurement and asset management practices.

Reporting, audit and evaluation processes will be put in place to measure the impact of the experimental initiatives that Infrastructure Canada will be undertaking.

Clear outcomes with measurable performance indicators and targets will be established in order to monitor the progress and communicate real results achieved to Canadians. The achievement of federal outcomes is dependent on our key partners delivering on their responsibilities, including provinces, territories and municipalities. In addition, there will be a need for greater collaboration across the federal government to provide consistent information and tell the story of infrastructure investments to Canadians about how these investments are building stronger communities. To this end, Infrastructure Canada will collaborate with federal departments and agencies, all orders of government and other strategic partners whose activities complement those of the Department to refine the performance measures of all its programs to be more outcomes-based.

To achieve the ambitious scope of the Department's plans, Infrastructure Canada will continue to support a healthy and respectful work environment where employees can thrive.

Key risks: things that could affect our ability to achieve our plans and results

Infrastructure Canada applies a comprehensive approach to identify, assess and manage risks at the strategic, operational, program and project levels. This involves conducting regular environmental scans and an annual risk identification and assessment process with direct participation of senior management. The table below provides an overview of four key corporate risks that could affect the Department's ability to achieve its Strategic Outcome, priorities and mandate letter commitments. In 2017-18, the Department will monitor and report on its risk responses, and will update risks based on emerging environmental risk factors and progress made by implementing risk responses.

Key risks

Risks	Risk response strategy	Link to the department's Programs	Link to mandate letter commitments or to government-wide and departmental priorities
Ability to deliver new programs under "Investing in Canada", the government's new long term infrastructure plan, in a timely fashion, and collect quality data that will allow us to report meaningful investment results to Canadians	The Department will continue to collaborate with provinces, territories, municipalities and other partners in order to deliver effectively the long-term plan and to improve the process for collecting infrastructure data in order to communicate meaningful investment results to Canadians. It will also make sure to have the right strategies and internal resources in place to deliver the plan.	<ul style="list-style-type: none"> Program 1.3: Investments in National Infrastructure Priorities 	<ul style="list-style-type: none"> Priority 1 Mandate letter and subsequent federal commitments related to the development of a long-term plan to deliver significant new infrastructure funding, as well as to increase data collection capacity and promoting better asset management of infrastructure in Canada.
Timely delivery of the New Champlain Bridge Corridor project in Montréal, Quebec	<p>The Department will continue to oversee the implementation of the public-private partnership contract. Specific measures include:</p> <ul style="list-style-type: none"> Close monitoring of the project to ensure that the private partner conducts the work as agreed under the terms of the Project 	<ul style="list-style-type: none"> Program 1.6: New Bridge for the St. Lawrence Corridor Project (commonly known as the New Champlain Bridge) 	<ul style="list-style-type: none"> Priority 2 Mandate letter commitment to move forward on a toll-free replacement for the Champlain Bridge

Risks	Risk response strategy	Link to the department's Programs	Link to mandate letter commitments or to government-wide and departmental priorities
	<p>Agreement including delivering the New Champlain Bridge by December 2018 and the rest of the Corridor in 2019</p> <ul style="list-style-type: none"> • A strong federal governance structure to ensure that issues are discussed and decisions taken in a timely manner. 	Corridor project)	
Complexities in the delivery of the Gordie Howe International Bridge Project, a new international crossing between Windsor, Ontario and Detroit, Michigan	A project of this scope has many complexities and the Department will continue to work with the Windsor-Detroit Bridge Authority, the State of Michigan, the U.S. Government, and other Canadian federal partners to support ongoing management and mitigation of project risks and advance the Gordie Howe International Bridge.	<ul style="list-style-type: none"> • Program 1.4: Large-Scale Infrastructure Investments 	<ul style="list-style-type: none"> • Priority 3
Timely delivery of services and solutions within the Department to support increased internal business pressures while contributing to current and future large-scale, whole-of-government initiatives	The Department will ensure that it has adequate resources to deliver timely Information Management/Information Technology, Human Resources, Finance and other services to support new and ongoing business requirements. Specific measures include: maintaining a strong relationship with Shared Services Canada and Public Services and Procurement Canada, timely communication with employees to manage change, and ensuring effective governance, planning and reporting mechanisms.	<ul style="list-style-type: none"> • Internal Services 	<ul style="list-style-type: none"> • Priority 4

The first organizational risk relates to challenges that might affect the ability of the Department to deliver the new programs under the Investing in Canada plan in a timely fashion, and the ability to report meaningful investment results to Canadians. These challenges include internal factors, such as increased demand on staff to implement new programs, as well as external factors, such as the varying capacity of provinces, territories, municipalities and other funding partners to identify and share costs for new projects, which may delay project submission and implementation, and the varying quality of project-level reporting data. The focus of the risk response is to maintain strong partnerships with funding partners and to ensure that the Department has strategies, plans and resources in place to effectively deliver its new funding programs while collaborating with its partners to develop their capacity in infrastructure data collection and performance reporting.

The second organizational risk relates to the timely delivery of the New Champlain Bridge Corridor project in Montréal, Quebec, one of the largest infrastructure projects in North America. In 2011, the Government of Canada announced that the Champlain Bridge would be replaced by a new crossing by the end of 2018. Decades of heavy traffic, climate exposure, and corrosion from road salts have significantly affected the current Champlain Bridge, which is one of the busiest crossings in Canada and a crucial corridor for the regional economy and for Canada as a whole. In June 2015, a Project Agreement was signed between the Government of Canada and the Signature on the Saint Lawrence Group for the design, construction, financing, operation, maintenance and rehabilitation of the Corridor over 35 years. To ensure effective management of the project, Infrastructure Canada established a governance framework to manage the contract with the private partners in collaboration with Public Services and Procurement Canada.

The third risk is related to advancing the Gordie Howe International Bridge Project, a new international crossing between Windsor, Ontario and Detroit, Michigan. A new Windsor-Detroit crossing remains a top infrastructure priority for Canada, and the Government of Canada is committed to completing the new crossing as early as possible. A project of this scope has many complexities and Infrastructure Canada is working diligently with the Windsor-Detroit Bridge Authority to support ongoing management and mitigation of project risks.

The fourth risk refers to the large portion of Infrastructure Canada's corporate priorities such as data centre consolidation, migration of websites to Canada.ca, and financial management transformation that are being set by government-wide transformation initiatives. The number of current and future large-scale, whole-of-government initiatives may impact the Department's ability to respond quickly to increased internal business

pressures driven by new programs that require timely services and solutions, and ongoing service availability. The focus of the risk responses will be to ensure that the Department is ready for new infrastructure programs as it continues to deliver timely Information Management/Information Technology, Human Resources, Finance and other services.

Planned results: what we want to achieve this year and beyond

Programs

Program 1.1: Funding for Provincial-Territorial Priorities

Description

This program provides predictable funding to each province and territory to enhance Canada's public infrastructure system. Federal payments to provinces and territories are made in accordance with the terms and conditions of signed funding agreements, including federal acceptance of Capital Plans and Expenditure Reports. Funding through this program leverages additional contributions from other funding partners to increase overall investment in public infrastructure for Canadians. Payments may be made up-front and cost-sharing provisions apply to a Capital Plan as a whole, and not the individual initiatives within a Capital Plan. This program uses funding from the Provincial-Territorial Infrastructure Base Fund transfer payment.

Planning highlights

As provinces and territories continue to complete initiatives under this program, the Provincial-Territorial Infrastructure Base Fund provides predictable funding to help them address their core infrastructure priorities. Key planning highlights for 2017-18 include:

- Continuing to administer the Provincial-Territorial Infrastructure Base Fund, focusing on program stewardship and prudent management; and,
- Focusing on transfer payment program close-out in provinces and territories that meet all applicable program end requirements, by reviewing and accepting the planned final Expenditure Reports required to release final federal payments to jurisdictions under the program.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Funding for provincial-territorial priorities leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding for provinces	100%	March 31, 2018	156%*	156%*	156%*
	Funding leveraged from partners as a percentage of federal funding for territories	33%	March 31, 2018	50%	50%	51%

* Canada supports up to 50% of identified costs in Provinces, or 75% in Territories. Infrastructure Canada's target is to have 100% of federal funding matched by provinces, however provision of additional funding from partners would therefore increase the leverage of federal funds to over 100%.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
56,608,537	56,608,537	27,826,737	126,737

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
1	1	1

Program 1.2: Permanent and Flexible Infrastructure Funding

Description

In support of community infrastructure for Canadians, this program provides long-term and predictable funding for municipalities, supporting long-term municipal planning and asset management in order to address infrastructure priorities. Funding is provided to build and rehabilitate public infrastructure based on overall compliance with the terms and conditions of the governing agreements. Federal funding is provided up-front and does not need to be used in the year it is provided. This program uses funding from the Gas Tax Fund transfer payment.

Planning highlights

To provide municipalities with federal financial support for their infrastructure priorities, key planning highlights under this program include:

- Continuing to work collaboratively with provincial, territorial and municipal partners to ensure that municipalities have ongoing access to funding to build and improve municipal infrastructure;
- Continuing to work collaboratively with provincial, territorial and municipal partners to update project and performance reporting frameworks to reflect the recommendations in the 2016 report of the Commissioner of the Environment and Sustainable Development report “Federal Support for Sustainable Municipal Infrastructure;” and
- Continuing to implement the renewed federal-provincial/territorial administrative agreements for the Gas Tax Fund. Other activities will include aligning performance measures with those of the new “Investing in Canada” transfer payment programs, and working with provincial, territorial and municipal partners to better manage the infrastructure assets.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Provinces and territories and municipal associations are accountable for funding provided to local governments through Permanent and Flexible Public Infrastructure Funding	Percentage of jurisdictions in compliance with agreement reporting requirements	100%	March 31, 2018	93% submitted annual expenditure reports	93% submitted annual expenditure reports	93% submitted annual expenditure reports
Municipalities have access to Permanent and Flexible Infrastructure Funding to build and improve infrastructure	Percentage of Gas Tax Fund allocation flowed to agreement signatories	100%	March 31, 2018	100%	100%	100%

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
2,074,765,524	2,074,765,524	2,173,390,051	2,173,483,440

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
23	23	23

Program 1.3: Investments in National Infrastructure Priorities

Description

This program directs funding to infrastructure projects that help to advance national priorities that are important to Canadians. Funding is provided through merit-based review of proposals (by Infrastructure Canada or the Federation of Canadian Municipalities), or notional allocations to provinces and territories. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects or capacity building initiatives. Payments are provided as work progresses under the terms of signed contribution agreements. This program uses funding from the following transfer payments: the New Building Canada Fund-National Infrastructure Component, Green Infrastructure Fund, Border Infrastructure Fund, Inuvik to Tuktoyaktuk Highway Fund, Public Transit Infrastructure Fund, Clean Water and Wastewater Fund, Asset Management Fund, and Capacity Building for Climate Change Challenges Fund.

Planning highlights

The planning highlights for this program fall under the following eight transfer payment programs

New Building Canada Fund-National Infrastructure Component:

The New Building Canada Fund – National Infrastructure Component provides funding for projects of national significance, particularly those that support trade, economic growth and prosperous communities. The Department is no longer accepting applications for this transfer payment program but for all projects where applications have been submitted, key planning highlights for 2017-18 under the New Building Canada Fund-National Infrastructure Component include:

- Continuing to work collaboratively with project proponents to review and approve projects in a transparent and streamlined way;
- Negotiating and signing contribution agreements; and
- Implementing project-specific agreements, ensuring that the terms of these agreements are respected, that claims are processed efficiently, and that projects' progress are in compliance with agreement conditions.

Green Infrastructure Fund:

To provide funding for public infrastructure projects that contribute to cleaner air, cleaner water and reduced greenhouse gas emissions and to support a more sustainable economy over the long term, key planning highlights under the Green Infrastructure Fund include:

- Negotiating final contribution agreements for green infrastructure projects announced as funding priorities;
- Overseeing the implementation of project-specific agreements, ensuring that the terms of these agreements are respected, that claims are processed efficiently, and that projects are completed in compliance with agreement conditions allowing for diligent close out of projects; and
- Collaborating with partners to amend individual project agreements, allowing sufficient time for recipients to complete all projects.

This program is no longer accepting new applications. As per Budget 2016, Infrastructure Canada is planning to transfer remaining uncommitted funds from older federal infrastructure programs to the Gas Tax fund by March, 2017.

Border Infrastructure Fund:

As funding under the Border Infrastructure Fund is entirely committed to projects, the Department will continue to work closely with Transport Canada to monitor the final two projects under the Border Infrastructure Fund.

Inuvik to Tuktoyaktuk Highway Fund:

The construction of the first all-season road between Inuvik and Tuktoyaktuk will connect southern Canada to the Arctic Coast of the Beaufort Sea. The Highway construction is on schedule and set to open in the fall of 2017. Key planning highlights under this fund include:

- Overseeing and ensuring the sound administration of the Inuvik to Tuktoyaktuk Highway Fund with a focus on program stewardship, sound environmental management and prudent program management;
- Flowing milestone payments to the Government of the Northwest Territories according to the terms and conditions of the agreement; and
- Preparing to close the program, ensuring that all elements in the Contribution Agreement have been satisfied.

Public Transit Infrastructure Fund:

The Public Transit Infrastructure Fund, announced in Budget 2016, provides funding to help accelerate municipal investments in public transit, specifically to support the rehabilitation of transit systems, new capital projects, and planning and studies for future transit expansion. In early February 2017, all funding agreements with provinces and territories had been signed and \$1,798,302,055 had been committed to 404 projects. Key planning highlights for 2017-18 under the Public Transit Infrastructure Fund include:

- Engaging with provinces and territories to implement the program in a timely manner;
- Working with provincial and territorial partners to effectively govern the program by implementing signed contribution agreements and, ensuring that the terms of these agreements are respected, and that claims are processed efficiently; and
- Working collaboratively with provincial and territorial partners to report on project progress and outcome-based performance measures.

Clean Water and Wastewater Fund:

The Clean Water and Wastewater Fund, announced in Budget 2016, provides funding for projects that will provide Canadian communities with more reliable water and wastewater systems. This includes the rehabilitation of water treatment and distribution infrastructure and wastewater and storm water treatment systems, design and planning for upgrades to wastewater treatment infrastructure to meet applicable regulatory requirements, and system optimization. In early February 2017, all funding agreements with provinces and territories had been signed and \$797,371,376 had been committed to 603 projects. Key planning highlights for 2017-18 under the Clean Water and Wastewater Fund include:

- Engaging with provinces and territories to implement the program in a timely manner;
- Working with provincial and territorial partners to effectively govern the program though by implementing signed contribution agreements, and ensure that the terms of these agreements are respected, that claims are processed efficiently; and
- Working collaboratively with provincial and territorial partners to report on project progress and outcome-based performance measures.

Asset Management Fund:

The Asset Management Fund provides funding to support improved asset management and data collection at the community-level. It is administered by the Federation of Canadian Municipalities under the name of “Municipal Asset Management Program”. The planning highlight for 2017-18 under the Asset Management Fund is:

- Working collaboratively with the Federation of Canadian Municipalities to report on project progress and outcome-based performance measures.

Capacity Building for Climate Change Challenges Fund:

The Capacity Building for Climate Change Challenges Fund provides funding to build capacity in municipalities to help local governments understand and act on opportunities to reduce greenhouse gas emissions, and strengthen municipal climate change resilience planning. It is administered by the Federation of Canadian Municipalities under the name of “Municipalities for Climate Innovation Program”. The planning highlight for 2017-18 under Capacity Building for Climate Change Challenges Fund is:

- Working collaboratively with the Federation of Canadian Municipalities to report on project progress and outcome-based performance measures.

The planned activities under this program contribute to organizational **Priority 1**, as outlined in the Plans at a Glance section, and are aligned with the Minister’s mandate letter and subsequent federal commitments related to the development of a long-term plan to deliver significant new infrastructure funding. For more information on organizational priorities, see the [Minister’s mandate letter](#)^{iv}.

Planned results

Expected results	Performance indicators	Target*	Date to achieve target	2013–14 Actual results***	2014–15 Actual results**	2015–16 Actual results**
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	101%	March 31, 2018	N/A***	160%	154%
National priority infrastructure projects delivered using traditional procurement are implemented that promote economic growth, livable communities and a cleaner environment	Number of national infrastructure priority projects completed	2	March 31, 2018	N/A***	12	13
	Value of national infrastructure priority projects completed	\$86,607,906	March 31, 2018	N/A***	\$1.5 billion	\$1.6 billion

* Annual targets are based on a roll-up of the following transfer payment programs: the New Building Canada Fund-National Infrastructure Component, the Green Infrastructure Fund, the Inuvik to Tuktoyaktuk Highway Fund, the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund. Targets are based on the number of projects for which funding has been committed and are expected to be completed in 2017-18.

** Actual results are based on a roll-up of the following transfer payment programs: the New Building Canada Fund-National Infrastructure Component, the Green Infrastructure Fund, the Border Infrastructure Fund, and the Inuvik to Tuktoyaktuk Highway Fund.

*** Actual results are unavailable as the 2013-2014 performance indicators were different from those listed in this table.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
3,058,211,074	3,058,211,074	2,627,519,290	701,008,922 ¹

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
46	51	23 ¹

¹ The 2019-20 Planned Spending amount and the 2019-20 planned full-time equivalents are expected to decrease, as several transfer payment programs under this Program of the Program Alignment Architecture are sunseting.

Program 1.4: Large-Scale Infrastructure Investments

Description

This program invests in infrastructure projects of national, regional and/or local significance. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. Funding may be jurisdictionally allocated. Actual payments are provided as work progresses under the terms of signed contribution agreements. This program uses funding from the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects, Building Canada Fund-Major Infrastructure Component and the Canada Strategic Infrastructure Fund.

Planning highlights

The planning highlights for this program fall under the following three transfer payment programs:

New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects:

To provide funding for nationally and regionally significant infrastructure projects that contribute to increased trade and economic growth, key planning highlights for 2017-18 under the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects include:

- Continuing to work with provincial and territorial partners to review and approve projects that have been prioritized by provinces and territories in a transparent and streamlined way, and ensuring that all funding has been prioritized to projects by March 31, 2018;
- Negotiating and signing contribution agreements for projects approved in principle; and
- Implementing project-specific agreements, ensuring that the terms of these agreements are respected, that claims are processed efficiently, and that projects progress is in compliance with agreement conditions.

Building Canada Fund-Major Infrastructure Component:

To provide funding for larger infrastructure projects of national or regional significance that contribute to a competitive economy, cleaner environment and livable communities, key planning highlights under the Building Canada Fund-Major Infrastructure Component include:

- Completing project reviews and approvals in a transparent and efficient way, and signing project-specific agreements for major infrastructure projects announced as funding priorities under the 2007 Building Canada Fund;
- Continuing to work with partners to implement project-specific agreements to ensure that the terms of the agreements are respected, that claims are processed efficiently and that projects are completed in compliance with agreement conditions; and
- Collaborating with partners to amend individual project agreements and to allow sufficient time for recipients to complete all projects.

All provinces and territories were given until March 31, 2016 to prioritize funding under Building Canada Fund-Major Infrastructure Component toward proposed projects. As per Budget 2016, Infrastructure Canada is planning to transfer remaining uncommitted funds from older federal infrastructure programs to the Gas Tax Fund by March 31, 2017.

Canada Strategic Infrastructure Fund:

To provide funding for quality, cost-effective public infrastructure that meets the needs of Canadians, key planning highlights under the Canada Strategic Infrastructure Fund include:

- Continuing to work with partners to implement project-specific agreements, in collaboration with partners and ensure that the terms of the agreements are respected and that claims are processed efficiently; that projects are completed in compliance with agreement conditions; and
- Collaborating with partners to amend individual project agreements, allowing sufficient time for recipients to complete all projects.

This program is no longer accepting new applications.

Planned results

Expected results	Performance indicators	Target*	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	165%	March 31, 2018	N/A**	200%	191%
Large-scale infrastructure projects delivered using traditional procurement are implemented that promote a stronger economy, livable communities and a cleaner environment	Number of large-scale infrastructure projects completed	45	March 31, 2018	N/A**	146	176
	Value of large-scale infrastructure projects completed	\$2,962,024,626	March 31, 2018	N/A**	\$13.7 billion	\$9.9 billion
Large-scale projects delivered as public-private partnerships (P3) are implemented that promote economic growth***	Number of large-scale projects delivered as a P3	2	March 31, 2018	N/A***	N/A***	8
	Value of large-scale projects delivered as a P3	\$2,672,496,752	March 31, 2018	N/A***	N/A***	\$4.9 billion

* Annual targets are based on a roll-up of the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects, the Building Canada Fund-Major Infrastructure Component and the Canada Strategic Infrastructure Fund. Targets are based on the number of projects for which funding has been committed and are expected to be completed in 2017-18.

** Actual results for 2013-2014 are unavailable as these performance indicators were not applied until 2014-2015.

*** This performance indicator was first measured in 2015-2016.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
1,026,254,190	1,026,254,190	1,130,874,062	1,376,729,238

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
84	81	73 ²

² The 2019-20 Planned Full-Time Equivalents is expected to decrease, as several transfer payment programs under this Program of the Program Alignment Architecture are sunseting.

Program 1.5: Infrastructure Investments in Small Communities and Rural Areas

Description

This program invests in infrastructure projects in small communities and rural areas to support local and/or regional priorities and economies. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. Funding may be jurisdictionally allocated. Payments are provided based on eligible costs incurred with respect to signed contribution agreements. This program uses funding from the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund and the Building Canada Fund-Communities Component.

Planning highlights

The planning highlights for this program fall under the two following transfer payment programs:

New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund:

To provide funding for local projects in communities of less than 100,000 people, key planning highlights for 2017-18 under the New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund include:

- Working with provincial and territorial partners to oversee the delivery of the program and ensure that all funding has been prioritized to projects by March 31, 2018;
- Working with provincial and territorial partners to effectively govern the program by adhering to the terms of signed contribution agreements, including the efficient processing of claims; and,
- Reviewing program performance measures to align with those of the new “Investing in Canada” programs which are more outcome-focused, and working with provincial, territorial and municipal partners to improve the management of infrastructure assets.

Building Canada Fund-Communities Component:

To provide funding for local projects in communities of less than 100,000 people, key planning highlights under the Building Canada Fund-Communities Component include: continuing to work with Federal Delivery Partners and provinces to complete requirements for project closure, monitoring ongoing projects and preparing for program close-out. All provinces and territories were given until March 31, 2016 to prioritize

funding under Building Canada Fund-Communities Component toward proposed projects. As per Budget 2016, Infrastructure Canada is planning to transfer remaining uncommitted funds from older federal infrastructure programs to the Gas Tax Fund by March 31, 2017.

Planned results

Expected results	Performance indicators	Target*	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	194%	March 31, 2018	253%	232%	216%
Infrastructure projects are implemented that promote a cleaner environment for small communities and rural areas	Number of small communities/ rural areas infrastructure projects completed	74	March 31, 2018	N/A**	N/A**	266
	Value of small communities/ rural areas infrastructure projects completed	\$213,090,593	March 31, 2018	N/A**	N/A**	\$842 million

Expected results	Performance indicators	Target*	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Infrastructure projects are implemented that promote liveable small communities and rural areas	Number of small communities/ rural areas infrastructure projects completed	86	March 31, 2018	N/A**	N/A**	598
	Value of small communities/ rural areas infrastructure projects completed	\$227,791,829	March 31, 2018	N/A**	N/A**	\$1.25 billion
Infrastructure projects are implemented that promote stronger, small and rural economies	Number of small communities/ rural areas infrastructure projects completed	26	March 31, 2018	N/A**	N/A**	228
	Value of small communities/ rural areas infrastructure projects completed	\$118,705,368	March 31, 2018	N/A**	N/A**	\$553 million

* Annual targets are based on a roll-up of the following transfer payment programs: the New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund and the Building Canada Fund-Communities Component. Targets are based on the number of projects for which funding has been committed and are expected to be completed in 2017-18.

** Before 2015-2016, performance indicators for investments in smaller communities were different from the ones used in this table.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
162,625,742	162,625,742	199,623,092	250,701,530

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
15	15	10 ³

³ The 2019-20 Planned Full-Time Equivalents is expected to decrease, as one of the transfer payment programs under this Program of the Program Alignment Architecture is sunsetting.

Program 1.6: New Bridge for the St. Lawrence Corridor Project (The New Champlain Bridge Corridor project)

Description

In support of the Government of Canada's economic and safety priorities, this program ensures the overall delivery of the new bridge for the St. Lawrence corridor project in Montréal, Quebec. Infrastructure Canada is the project authority charged with overseeing the delivery of this project which will provide a safe, secure and efficient crossing for local residents, commuters and commercial traffic. The new bridge and its corridor will contribute to the increased capacity and efficiency of gateway and corridor infrastructure regionally and nationally. The project is to be carried out as a public-private partnership.

Planning highlights

Moving forward on a toll-free replacement for the Champlain Bridge is part of the Minister's mandate letter. This program also aligns with organizational **Priority 2**, as outlined in the Plans at a Glance section.

In order to advance the New Champlain Bridge Corridor project, Infrastructure Canada will undertake the following key initiatives in 2017-18:

New Champlain Bridge Corridor

The construction of the New Champlain Bridge Corridor began in June 2015 and is well underway. The main span tower and various foundation footings for the new Champlain Bridge, as well as foundations and piers for l'Îles-des-Soeurs Bridge, are now visible on the construction site. The scheduled completion date of the new Champlain Bridge is December 2018, and the rest of the corridor is scheduled to be completed in October 2019.

- Continue to oversee the implementation of the Project Agreement with the private partner, Signature on the Saint-Laurent Group, and work on moving the project forward on a toll-free bridge;
- Support the construction of the assets by reviewing work plans and conducting inspections to ensure compliance;
- Continue to implement the environmental assessment mitigation strategy;
- Continue to work with stakeholders, including provincial and municipal governments, Indigenous Peoples, other public and private organizations and Canadians to promote the safety and efficiency of the St. Lawrence Corridor; and
- Inform Canadians about the project's progress in partnership with Signature on the Saint-Laurent Group.

Planned results

Expected results	Performance indicators	Target	Date to achieve target	2013–14 Actual results	2014–15 Actual results	2015–16 Actual results
Champlain Corridor infrastructure projects are implemented that promote a more prosperous Canada (safe and efficient transportation system that supports trade)	Number of completed infrastructure projects	4	October 31, 2019*	N/A***	N/A***	N/A***
	Number of key structural components of the bridge fully constructed	31	November 30, 2017	N/A***	N/A***	N/A***
P3 procurements of the Corridor projects are implemented that promote value-for-money for Canadian taxpayers through on-time and on-budget delivery of projects	Percentage of corridor projects completed on-time	100%	October 31, 2019	N/A***	N/A***	N/A***
	Project is completed on-budget	\$3.977B	December 1, 2049**	N/A***	N/A***	Budget for the Contract is \$3.977 billion, including \$2.246 billion for construction

* Official opening of the main span to the public is scheduled for December 1, 2018 and the rest of the corridor for October 31, 2019.

** The performance target and the target date are based on the value and the timeframe of the Project Agreement signed with the Private Partner, which includes the first 30 years of operation.

*** Results are not applicable in years prior to the target dates for completing the New Champlain Bridge Corridor project. These dates are listed in the fourth column of this table.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
590,744,529	590,744,529	740,219,869	535,409,253

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
89	89	3 ⁴

⁴ The decrease in human resources for 2019-20 reflects the timelines for completion of the construction work of the New Champlain Bridge Corridor project.

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: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Planning highlights

The planning highlights for Internal Services focus on the key activities that help strengthen the services to support the Department in its mandate.

Internal Audit:

During the planning period, the Department will:

- Implement the Integrated Audit and Evaluation Plan. This will include both traditional audit engagements and advisory services to support management requests;
- Continue to pro-actively monitor the audit universe and identify emerging risks based on its major activities; and
- As well, a new Treasury Board Policy on Internal Audit should be implemented in the near future. Internal Audit will need to adapt to the new policy in the coming year.

Evaluation:

During the planning period, the Department will:

- Continue to implement the Integrated Audit and Evaluation Plan. This will include both traditional and non-traditional evaluation engagements and consultation services to support management requests;
- Continue to pro-actively monitor the evaluation universe and ensure the evaluation plan covers the Department's major activities and meets legal requirements; and

- Continue to implement and adapt to the new Treasury Board Policy on Results and the expectations for the collection and use of performance measurement data. As the Department transitions to the new policy, Evaluation will support corporate initiatives such as the development of the Departmental Results Framework and Performance Information Profiles.

Risk Management:

During the planning period, the Department will:

- Monitor and report on the implementation and effectiveness of risk responses;
- Review and update the Department's Corporate Risk Profile through its established risk management approach which includes an environmental scan, risk identification and assessment, risk responses and risk monitoring; and
- Continue to build on recent initiatives that aim to strengthen the integration between risk management and internal planning processes.

Corporate Planning:

During the planning period, the Department will:

- Implement the new Treasury Board Policy on Results, including the development of a new Departmental Results Framework; and
- Continue to improve its planning and reporting processes through fuller engagement to better align with departmental needs, to support priority-setting, Performance Management Agreements and decision-making, and to embark on a revamped electronic Integrated Business Plan.

Oversight of Crown Corporation: Jacques Cartier and Champlain Bridges Incorporated:

During the planning period, the Department will:

- Continue to support and oversee Jacques Cartier and Champlain Bridges Incorporated, and ensure that it has access to the parliamentary appropriations needed to carry out its priorities; and
- Oversee the interface between Jacques Cartier and Champlain Bridges Incorporated and the New Champlain Bridge Corridor project in order to ensure that project commitments are fulfilled.

Oversight of Crown Corporation: Windsor-Detroit Bridge Authority:

During the planning period, the Department will:

- Continue to oversee and support the Windsor-Detroit Bridge Authority to ensure that it has access to the parliamentary appropriations needed to carry out its priorities; and
- Oversee the Windsor-Detroit Bridge Authority to ensure that project commitments are fulfilled.

Gordie Howe International Bridge

In November 2016, the Windsor-Detroit Bridge Authority announced the launch of the Request for Proposals (RFP) to select a private sector partner to design, build, finance, operate and maintain the Gordie Howe International Bridge project. The RFP process is expected to conclude after 18 months. Early works and utility relocation are underway in Windsor.

Strategic Policy:

The planning period follows the initial policy and program development stage of the Government's long-term plan for infrastructure.

During the planning period, the Department will focus on three broad Policy activities:

- Undertaking research and data development in respect of infrastructure issues and asset classes to support evidence-based decision-making;
- Supporting ministerial and departmental engagement with key partners and stakeholders to monitor and be in a position to address policy questions on emerging infrastructure issues; and
- Working with central agencies and other federal departments on broad horizontal government initiatives.

Communications:

During the planning period, the Department will:

- Engage Canadians, stakeholders and media to tell the story of federal infrastructure investments and INFC priorities through the Infrastructure Canada website, announcements, social media channels and other digital platforms;
- Share the results of the significant infrastructure investments made through the Investing in Canada plan;

- Support two new innovative tools for communities: the Canada Infrastructure Bank and the Smart Cities Challenge;
- Deliver on the government's commitment to openness and transparency by providing Canadians with information on the Department's infrastructure investments through the online Investments Map and the Open Data portal; and
- Work closely with other branches to provide strategic communications advice to inform the development of new policies and programs and collaborate with stakeholders and provincial and territorial partners to meet mutual communications objectives; provide corporate and internal communications support to senior management, the Minister's office, and internal clients, and contribute to organizational effectiveness and employee engagement.

Human Resources Management:

During the planning period, the Department will continue to renew the workforce, to support employee development and to promote the well-being and productivity of employees by:

- Supporting Blueprint 2020 and the 2014 Public Service Employee Survey Action Plan initiatives related to people management;
- Ensuring the Department has the right people with the right mix of skills to meet departmental priorities through organizational design and targeted recruitment;
- Continuing to implement the new enterprise-wide, government systems related to people management such as My GCHR and Phoenix;
- Continuing to foster a positive culture of values and ethics and promote diversity and the use of both of Canada's official languages;
- Continuing to provide targeted and relevant learning opportunities and developmental programs to INFC employees; and
- Continuing to support a healthy and respectful workplace through well-managed workspaces, and by providing access to employee services that foster health and wellbeing.

Financial Management:

During the planning period, the Department will continue to strengthen the effectiveness of financial management by:

- Continuing to monitor and assess its internal controls over financial reporting;
- Continuing to support employees affected by the new government-wide Phoenix pay system related to employees' pay transactions, money recoveries and pay-related issues;
- Providing support, advice and a centre of expertise for the implementation of the new programs under the government's new long-term infrastructure plan; and
- Aligning its financial management policy suite with the new Treasury Board financial management policy framework.

Information Management:

During the planning period, the Department will:

- Directly support program activities. These investments will largely focus on enhancing the Program Information Management System (PIMS) to support the delivery of the new infrastructure programs and existing programs like the New Building Canada Fund and the renewed Gas Tax Fund, and continued support of the New Champlain Bridge Corridor project information management and information technology requirements.

Information Technology:

During the planning period, the Department will:

- Continue to support whole-of-government initiatives related to information technology modernization in areas such as policy renewal and changes in the provision of email, telephone, document management services, end-user devices and software; and
- Complete the integration of information technology security with corporate security/occupational health and safety to improve our ability to coordinate, respond to and investigate incidents, as well as provide a secure and healthy workplace.

Access to Information and Privacy Services:

During the planning period, the Department will:

- Ensure timely responses to Access to Information and Privacy Act inquiries; and
- Provide ongoing training for employees.

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
42,454,205	42,454,205	43,012,828	36,247,211

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
158	155	157

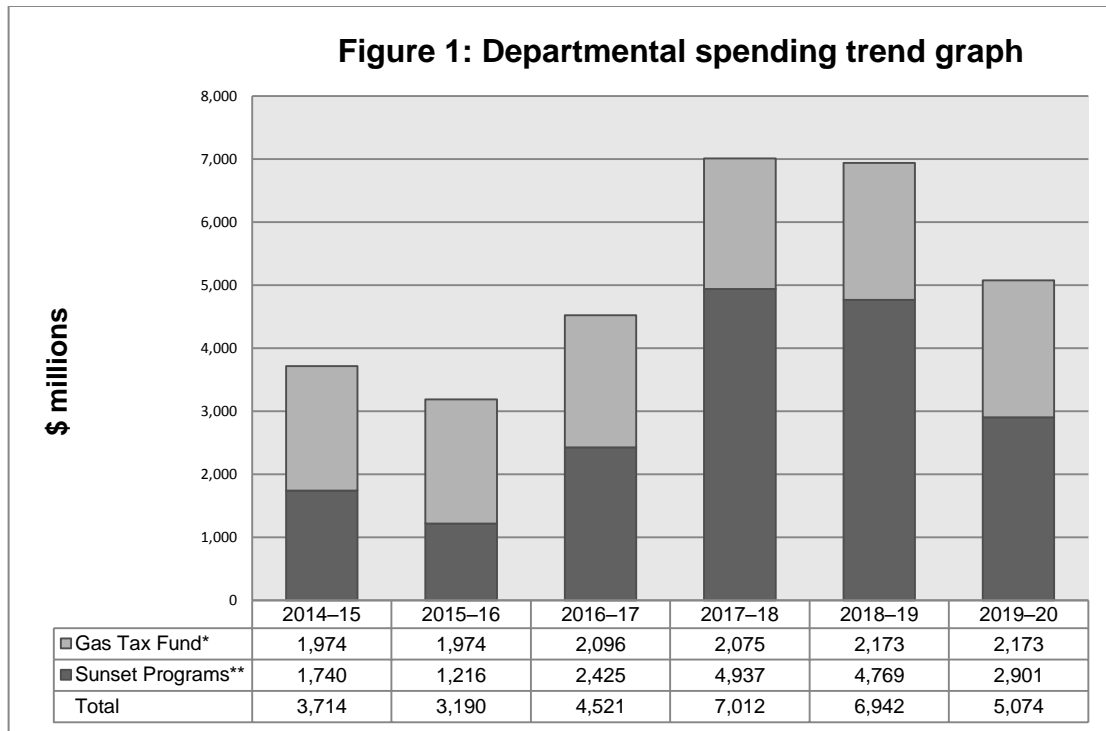
Spending and human resources

Planned spending

Figure 1 shows the trend for Infrastructure Canada’s planned spending, starting in 2014-2015 at \$3.7 billion, where it remained almost at the same level for two years, with a large increase in 2016-2017 to a peak of \$7.0 billion in 2017-18. This increase represents a new spending trend for the Department, which can be attributed to the approval of four new programs in early 2016-2017, such as the Public Transit Infrastructure Fund, the Clean Water and Wastewater Fund, the Asset Management Fund and the Capacity Building for Climate Change Challenges Fund (the last two programs are administered by the Federation of Canadian Municipalities under the names of “Municipal Asset Management Program” and “Municipalities for Climate Innovation Program”).

Planned spending figures for 2018-19 and 2019-20 are expected to be \$6.9 billion and \$5.1 billion respectively, with the planned spending for 2019-20 reflecting a substantial decrease. (Note however that these figures do not include anticipated new funding programs and upcoming policy changes announced in the 2016 Fall Economic Statement).

The figure also highlights the stability of infrastructure funding provided through the Gas Tax Fund with spending at around \$2 billion annually.



* Gas Tax Fund represents statutory spending. However the 2016-17 amount for the Gas Tax Fund above includes close to \$21 million of Voted spending, which is legacy funding that was transferred to provinces and territories through the Gas Tax Fund in 2016-17, as some funds of up to March 31, 2016 had not been prioritized for projects by provinces and territories. The transfer of Voted spending through the Gas Tax Fund ensures that funds are directed towards municipal infrastructure priorities in the near term.

** Sunset Programs are time-limited programs that do not have an ongoing funding or policy authority.

Note that these figures do not include anticipated new funding programs and upcoming policy changes announced in the 2016 Fall Economic Statement

Budgetary planning summary for Programs and Internal Services (dollars)

Programs and Internal Services	2014–15 Expenditures	2015–16 Expenditures	2016–17 Forecast spending	2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
Funding for Provincial-Territorial Priorities	62,685,540	50,036,481	25,698,282	56,608,537	56,608,537	27,826,737	126,737
Permanent and Flexible Infrastructure Funding	1,974,464,542	1,974,079,201	2,095,571,274 ⁵	2,074,765,524	2,074,765,524	2,173,390,051	2,173,483,440
Investments in National Infrastructure	251,352,631	84,854,656	799,131,457	3,058,211,074	3,058,211,074	2,627,519,290	701,008,922
Large-Scale Infrastructure Investments	1,078,918,032	887,432,688	1,297,229,264	1,026,254,190	1,026,254,190	1,130,874,062	1,376,729,238
Infrastructure Investments in Small Communities and Rural Areas	184,564,207	88,141,483	131,922,508	162,625,742	162,625,742	199,623,092	250,701,530
New Bridge for the St. Lawrence Corridor Project	125,390,170	66,281,311	134,274,876	590,744,529	590,744,529	740,219,869	535,409,253
Subtotal	3,677,375,122	3,150,825,820	4,483,827,661	6,969,209,596	6,969,209,596	6,899,453,101	5,037,459,121
Internal Services	36,239,533	39,615,936	37,954,151	42,454,205	42,454,205	43,012,828	36,247,211
Total	3,713,614,655	3,190,441,756	4,521,781,812⁶	7,011,663,801	7,011,663,801	6,942,465,929	5,073,706,332

⁵ The 2016-2017 Forecast Spending amount for the Gas Tax Fund includes close to \$21 million of Voted spending, which is legacy funding that was transferred to provinces and territories through the Gas Tax Fund in 2016-2017, as some funds of up to March 31, 2016 had not been prioritized for projects by provinces and territories. The transfer of Voted spending through the Gas Tax Fund ensures that funds are directed towards municipal infrastructure priorities in the near term.

⁶ The 2016-2017 Forecast Spending amount does not include a frozen allotment of \$828,873,897 that Infrastructure Canada has re-profiled to future years, and will not spend in 2016-2017.

Planned human resources

The planned level of human resources will remain consistent during 2017-18 and 2018-19 but it is expected to decline in 2019-20 as the funding associated with some sunseting programs, including the programs under the New Building Canada Fund and the New Champlain Bridge Corridor project, is expected to end during this timeframe. (Note however that the figures in this table do not include the human resources impact of anticipated new funding programs and upcoming policy changes announced in the 2016 Fall Economic Statement).

Human resources planning summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2014–15 Full-time equivalents	2015–16 Full-time equivalents	2016–17 Forecast full-time equivalents	2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
Funding for Provincial-Territorial Priorities	2	3	1	1	1	1
Permanent and Flexible Infrastructure Funding	18	22	23	22	23	23
Investments in National Infrastructure	24	27	24	46	51	23
Large-Scale Infrastructure Investments	57	68	72	84	81	73
Infrastructure Investments in Small Communities and Rural Areas	25	32	16	15	15	10
New Bridge for the St. Lawrence Corridor Project	37	44	74	89	89	3
Subtotal	163	196	210	257	260	133
Internal Services	170	161	170	158	155	157
Total	333	357	380	415	415	290

Estimates by vote

For information on the Infrastructure Canada's organizational appropriations, consult the [2017-18 Main Estimates](#)^v.

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of Infrastructure Canada's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may 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 [Infrastructure Canada website](#).^{vi}

Future-Oriented Condensed Statement of Operations for the year ended March 31, 2018 (dollars)

Financial information	2016–17 Forecast results	2017–18 Planned results	Difference (2017–18 Planned results minus 2016–17 Forecast results)
Total expenses	4,231,091	6,496,331	2,265,240
Total revenues	0	0	0
Net cost of operations before government funding and transfers	4,231,091	6,496,331	2,265,240

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Amarjeet Sohi, P.C., M.P.

Institutional head: Jean-François Tremblay

Ministerial portfolio: Minister of Infrastructure and Communities

The Office of Infrastructure of Canada is part of the Infrastructure and Communities portfolio. The portfolio includes the following:

- The [Jacques Cartier and Champlain Bridges Incorporated \(JCCBI\)](#)^{vii}, a Crown corporation¹ whose mandate is to ensure users' safe passage on its structures located in the Greater Montréal Area by their proper management, maintenance and repair, while respecting the environment and optimising traffic flow.
- The [Windsor-Detroit Bridge Authority \(WDBA\)](#),^{viii} a Crown corporation⁷ with responsibility to design, finance, build, operate and maintain a new, publicly-owned international crossing between Windsor, Ontario and Detroit, Michigan, which will be delivered through a public-private partnership (P3). Responsibility for the WDBA was transferred from the Minister of Transport to the Minister of Infrastructure and Communities on November 4, 2015.
- [PPP Canada Inc.](#)^{ix} is a federal parent Crown corporation named in Part 1 of Schedule III of the Financial Administration Act and was incorporated pursuant to the Canada Business Corporations Act. PPP Canada Inc. reports to Parliament through the Minister of Infrastructure and Communities effective July 8, 2016.
- The Minister of Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the Toronto Waterfront Revitalization Initiative effective November 4, 2015. In 2000, the Government of Canada, the Province of Ontario, and the City of Toronto each announced a commitment of \$500 million to fund the Initiative. The Toronto Waterfront Revitalization Corporation, which is a not-for-profit corporation publicly known as Waterfront Toronto, was established in 2001.

⁷ Crown corporations are public institutions or entities that operate at arm's length from the government, and as public institutions, they are ultimately accountable to the government. Crown corporations follow a different planning cycle than the government planning cycle, and report to Parliament through two key types of documents: the corporate plan summary, including the budget summaries and the annual report.

Enabling instruments:

- [Canada Strategic Infrastructure Fund Act](#) (2002, c. 9, s. 47) (CSIF) ^x;
- [Order in Council PC 2004-0325](#)^{xi};
- The following pieces of legislation related to the Gas Tax Fund:
 - [Keeping Canada's Economy and Jobs Growing Act](#), S.C. 2011, c. 24^{xii}
 - [Economic Action Plan 2013 Act](#), No. 1, S.C. 2013, c. 33, section 233^{xiii}
- The following legislation and Order in Council related to the New Bridge for the St. Lawrence Corridor (NBSLC) Project (commonly known as the New Champlain Bridge Corridor Project):
 - [New Bridge for the St. Lawrence Act](#)^{xiv}
 - [Order in Council PC 2014-0144](#)^{xv}
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
 - [Crossing Agreement](#)^{xvi}
 - [Bridge to Strengthen Trade Act](#), S.C. 2012, c. 31, s. 179^{xvii}
 - [Order in Council P.C. 2012-1350](#)^{xviii}
 - [Order in Council P.C. 2015-1236](#)^{xix}
 - [Order in Council PC 2015-1237](#)^{xx}
 - [Order in Council P.C. 2015-1238](#)^{xxi}
- The following Orders in Council related to Waterfront Toronto:
 - [Order in Council P.C. 2015-1239](#)^{xxii}
 - [Order in Council P.C. 2015-1240](#)^{xxiii}

Year of incorporation / commencement: The Office of Infrastructure of Canada was established in 2002.

Other:

Infrastructure Canada works in collaboration with other federal departments and agencies to deliver some of its transfer payment programs. These departments and agencies share their knowledge of local needs and priorities. Infrastructure Canada's Federal Delivery Partners for certain sunseting programs are:

- Atlantic Canada Opportunities Agency (ACOA);
- Economic Development Agency of Canada for the Regions of Quebec (CEDQ-R);
- Canadian Northern Economic Development Agency (CanNor);
- Federal Economic Development Agency for Southern Ontario (FedDev Ontario);
- Western Economic Diversification Canada (WEDC); and
- Transport Canada (TC).

In addition, Infrastructure Canada works with Public Services and Procurement Canada for the New Champlain Bridge Corridor project as the contract authority.

Reporting framework

Infrastructure Canada's Strategic Outcome and Program Alignment Architecture (PAA) of record for 2017–18 are shown below:

- 1. Strategic Outcome:** Public Infrastructure for a More Prosperous Canada
 - 1.1 Program:** Funding for Provincial-Territorial Priorities
 - 1.2 Program:** Permanent and Flexible Infrastructure Funding
 - 1.3 Program:** Investments in National Infrastructure Priorities
 - 1.4 Program:** Large-Scale Infrastructure Investments
 - 1.5 Program:** Infrastructure Investments in Small Communities and Rural Areas
 - 1.6 Program:** New Bridge for the St. Lawrence Corridor Project

Internal Services

Supplementary information tables

The following supplementary information tables are available on the [Infrastructure Canada website](#)^{xxiv}.

- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Horizontal initiatives
- ▶ Status report on transformational and major Crown projects
- ▶ Upcoming evaluations over the next five fiscal years
- ▶ Upcoming internal audits for the coming fiscal year

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](#).^{xxv} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

For more information about the Department and our infrastructure programs, please visit www.infrastructure.gc.ca^{xxvi} or contact:

Office of Infrastructure of Canada
180 Kent Street, Suite 1100
Ottawa, Ontario
K1P 0B6
Telephone Infrastructure Canada: 613-948-1148
Toll-Free Number: 1-877-250-7154

Appendix A: 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)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

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

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the 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. 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.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2016 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 initiatives (initiative horizontale)

A horizontal initiative is one in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (e.g. by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

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.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures 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.

plans (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.

Priorities (priorité)

Plans or projects that an organization 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 Strategic Outcome(s).

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (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.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

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 Infrastructure Canada, <http://www.infrastructure.gc.ca/index-eng.html>
- ⁱⁱ Infrastructure Canada Project Tracker, <http://www.infrastructure.gc.ca/pt-sp/index-eng.html>
- ⁱⁱⁱ Mandate letters, <http://pm.gc.ca/eng/mandate-letters>
- ^{iv} The Minister of Infrastructure and Communities Mandate Letter, <http://pm.gc.ca/eng/minister-infrastructure-and-communities-mandate-letter>
- ^v 2017–18 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- ^{vi} Infrastructure Canada, <http://www.infrastructure.gc.ca/index-eng.html>
- ^{vii} Jacques Cartier and Champlain Bridge, <http://jccbi.ca/>
- ^{viii} Windsor-Detroit Bridge Authority, <https://www.wdbridge.com/>
- ^{ix} PPP Canada, <http://www.p3canada.ca/en/>
- ^x Canada Strategic Infrastructure Act, <http://laws-lois.justice.gc.ca/eng/acts/c-10.3/page-1.html>
- ^{xi} Order in Council PC 2004-0235, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2004-0325&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=6282&bldisplayFlg=1>
- ^{xii} Keeping Canada's Economy and Jobs Growing Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2011_24/page-1.html
- ^{xiii} Economic Action Plan 2013 Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2013_33/page-1.html
- ^{xiv} New Bridge for the St. Lawrence Act, <http://www.laws.justice.gc.ca/eng/acts/N-22.6/>
- ^{xv} Order in Council PC 2014-0144, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&txtToDate=&txtPrecis=&Page=secretariats&txtOICID=2014-0281&txtAct=&txtBillNo=&txtFromDate=&txtDepartment=&txtChapterNo=&txtChapterYear=&rdoComingIntoForce=&DoSearch=Search+/+List&pg=28&viewattach=28923&bldisplayFlg=1>
- ^{xvi} Crossing Agreement, <http://www.partnershipborderstudy.com/crossing-agreement.asp>
- ^{xvii} Bridge to Strengthen Trade Act, <http://www.laws.justice.gc.ca/eng/acts/B-8.05/>
- ^{xviii} Order in Council P.C. 2012-1350, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=&txtOICID=2012-1350&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=26598&bldisplayFlg=1>

^{xix} Order in Council P.C. 2015-1236, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&txtToDate=&txtPrecis=&Page=secretariats&txtOICID=2015-1237&txtAct=&txtBillNo=&txtFromDate=&txtDepartment=&txtChapterNo=&txtChapterYear=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31598&blnDisplayFlg=1>

^{xx} Order in Council 2015-1237, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2015-1237&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31599&blnDisplayFlg=1>

^{xxi} Order in Council P.C. 2015-1238, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2015-1238&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31600&blnDisplayFlg=1>

^{xxii} Order in Council P.C. 2015-1239, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=&txtFromDate=2015-11-01&txtToDate=2015-11-10&txtPrecis=waterfront+toronto&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31601&blnDisplayFlg=1>

^{xxiii} Order in Council P.C. 2015-1240, <http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=&txtFromDate=2015-11-01&txtToDate=2015-11-10&txtPrecis=waterfront+toronto&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31602&blnDisplayFlg=1>

^{xxiv} Infrastructure Canada, <http://www.infrastructure.gc.ca/index-eng.html>

^{xxv} Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>

^{xxvi} Infrastructure Canada, <http://www.infrastructure.gc.ca/index-eng.html>