

# Infrastructure Canada

2017–18

## **Departmental Results Report**

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The Honourable François-Philippe Champagne, P.C., M.P.  
Minister of Infrastructure and Communities

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## Minister's message

As Minister of Infrastructure and Communities, I am pleased to present Infrastructure Canada's Departmental Results Report for 2017-2018.

This report outlines the Department's achievements over the 2017-2018 fiscal year in delivering on the Government of Canada's commitment to build infrastructure for the future and make a real difference in the lives of Canadians. I believe investing in infrastructure is a key enabler for the country's economy and prosperity.



We know that communities – big and small, urban and rural – benefit from infrastructure that is modern, resilient, and green. Infrastructure is the foundation of strong communities, helping to attract investment and talent, connecting us to our communities, and allowing Canadians to harness their full potential.

This has been a year of great accomplishments for the Department. Working closely with our partners, we have made significant progress implementing the Investing in Canada plan. Thanks to the plan, a water treatment plant in Kinkora (PEI) has transformed its community's capacity to safely handle waste water from homes and businesses; a community centre in Saanich (BC) is replacing its natural gas boilers with a more efficient technology, helping reduce the facility's carbon foot print by 90 percent; and in Montréal (QC) a new transit garage will improve the frequency of service, moving residents throughout the City and supporting future ridership growth.

These projects are a few concrete examples of the tangible impacts that infrastructure has on Canadians and the positive influence it can have on our communities from coast to coast to coast.

The next phase of the Investing in Canada plan builds on this progress. As of March 31<sup>st</sup>, four bilateral agreements had been signed with provinces and territories. Since then, we have worked closely with our provincial and territorial partners to sign the remaining agreements. These bilateral agreements will deliver more than \$33 billion to support public transit, green infrastructure, recreational and cultural infrastructure, and rural and northern communities over the next decade.

This has also been a year of historic firsts for the Department. In June 2017, the Canada Infrastructure Bank was successfully established as a Crown corporation within the Infrastructure Portfolio. The Bank is a new and innovative tool that provincial, territorial, municipal and Indigenous partners can use to build more infrastructure for their communities.

In November 2017, we launched the Smart Cities Challenge. This competition has engaged communities of all sizes to develop their best ideas and improve the lives of their residents through innovation, data, and connected technology. We received 130 eligible applications from communities across the country. Finalists were announced in June 2018 and the winners will be announced in the summer of 2019.

Additionally, we continued to support the development and revitalization of the Toronto Waterfront; the advancement of the Gordie Howe International Bridge Project, which will facilitate trade at the Windsor-Detroit border crossing; and construction on the new Champlain Bridge, which will ensure the continuous and safe flow of people and goods in the Montréal area.

In the coming year, I will strive to meet the commitments outlined in my mandate letter and continue to deliver the investments that will build the best infrastructure for Canadians—infrastructure that will help them to prosper and benefit from an improved quality of life for generations to come.

The Honourable François-Philippe Champagne, P.C., M.P.  
Minister of Infrastructure and Communities

## Results at a glance

### Key Departmental Achievements

- ✓ Implemented the Investing in Canada plan in collaboration with 13 federal partners. In 2017-18, Infrastructure Canada approved over \$5.9 billion in funding for 2,447 projects.
- ✓ Negotiated and signed four Integrated Bilateral Agreements at fiscal year-end. Since then, the remaining Agreements have been signed. These Agreements will deliver \$33 billion in new infrastructure funding to advance public transit, green infrastructure, rural and northern communities, as well as community, cultural and recreational infrastructure under the Investing in Canada Infrastructure Program.
- ✓ Launched the first competition of the Smart Cities Challenge, an innovative program designed to encourage communities of all sizes to come forward with their best ideas to improve the quality of life through innovation, data and connected technologies.
- ✓ Established the Canada Infrastructure Bank, a Crown corporation that will invest \$35 billion into new revenue-generating infrastructure projects in the public interest and seek to attract private sector and institutional investment to these projects.
- ✓ Made significant progress on the new Champlain Bridge Corridor project with construction of the new bridge 65% complete at year-end.
- ✓ Continued to work with the Windsor-Detroit Bridge Authority, the State of Michigan, the U.S. government and other Canadian federal partners towards the announcement of the preferred proponent and final proposals from bidders for the Gordie Howe International Bridge project.

#### What funds were used in 2017–18?

\$4,326,297,009

**Actual Departmental  
Spending**

#### Who was involved in 2017–18?

429

**Actual Departmental Full-Time  
Equivalents**

For more information on Infrastructure Canada’s plans, priorities and results achieved, see the “Results: what we achieved” 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 fosters 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

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.

Infrastructure Canada is delivering the [Investing in Canada plan](#)<sup>i</sup>, along with 13 other federal departments and agencies. Through this plan, the Government of Canada is investing more than \$180 billion over 12 years in five main infrastructure priorities: public transit, green infrastructure, social infrastructure, trade and transportation infrastructure, and rural and northern communities. Infrastructure Canada is responsible for the overall coordination and annual reporting on results of the Plan, while delivering on a number of important initiatives, including the [Investing in Canada Infrastructure Program](#)<sup>ii</sup>, the [Smart Cities Challenge](#)<sup>iii</sup> and the [Canada Infrastructure Bank](#)<sup>iv</sup>.

In 2017, the Minister of Infrastructure and Communities was designated as the Minister responsible for the Canada Infrastructure Bank, an arms' length Crown corporation that will invest \$35 billion into new revenue-generating infrastructure projects that are in the public interest and seek to attract private sector and institutional investment to these projects.

In 2015, the Minister of Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the [Toronto Waterfront Revitalization Initiative](#)<sup>v</sup>. The Government of Canada, the Province of Ontario and the City of Toronto

created Waterfront Toronto in 2001 through provincial legislation to oversee and lead the renewal of Toronto's waterfront.

Also in 2015, the Minister of Infrastructure and Communities was given responsibility for the [Windsor-Detroit Bridge Authority](#)<sup>vi</sup>, a Crown corporation responsible for designing, financing, building, operating and maintaining a new, publicly-owned international crossing between Windsor, Ontario and Detroit, Michigan that will be delivered through a public-private partnership.

In 2011, the Government of Canada committed to building a new bridge over the St. Lawrence River. Infrastructure Canada oversees the new [Champlain Bridge Corridor project](#)<sup>vii</sup>, working with the private partner, Signature on the St. Lawrence Group. The Minister of Infrastructure and Communities is also responsible for the [Jacques Cartier and Champlain Bridges Incorporated](#)<sup>viii</sup>, a Crown corporation whose mandate is to ensure users' safe passage on its structures located in the Greater Montréal Area.

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](#)<sup>ix</sup>.

## Operating context and key risks

### Operating context

This section outlines some of the external and internal factors that contributed to the Department's performance in 2017-18.

#### **External Factors**

Stakeholder engagement was a hallmark of fiscal year 2017-18. The Department engaged all provinces and territories in developing Integrated Bilateral Agreements which will provide \$33 billion in long-term, flexible financing over 10 years under the Investing in Canada Infrastructure Program component of the Investing in Canada plan.

Infrastructure Canada relies on its partners to oversee project timelines and communicate regularly on progress and challenges. To improve overall engagement and make reporting easier, Infrastructure Canada is developing a “single window” online portal for funding program recipients and aligning projects with specific outcomes in public transit, green infrastructure, social infrastructure, trade and transportation infrastructure, and rural and northern communities.

Additional measures were implemented in 2017-18 to ensure employment opportunities for a range of under-represented populations on projects through a Community Employment Benefits framework. Measures were also put in place to ensure that Indigenous communities have access to and can benefit from the Department's programs, including: minimum levels a province or territory must invest in cultural and recreational infrastructure benefitting urban Indigenous Peoples; a distinct federal cost-share of 75% and federal stacking provisions of 100% for all Indigenous recipients; a more inclusive description of eligible Indigenous recipients; and exceptional project eligibility for health and education projects that address Truth and Reconciliation Calls to Action.

With Environment and Climate Change Canada, the Department also developed a Climate Lens to ensure greenhouse gas emissions and climate risks are considered before capital projects receive funding under new programs, where applicable.

The Department has also been diversifying its funding strategies by launching new funding vehicles such as the Smart Cities Challenge and the Canada Infrastructure Bank.

The Department works with many partners as the majority of its programs are cost-shared with other orders of government. Once projects are approved by Infrastructure Canada, our partners can start their projects and spend immediately. Funding flows to partners only after claims are submitted to Infrastructure Canada for reimbursement. As in previous years, this report shows that the Department experienced substantial variances between the planned and

actual spending which is largely attributed to the design of programs where funds only flow based on partners' requests for reimbursements. Budget 2018 updated the funding profile for a number of transfer payment programs to better align with when funding recipients plan to submit their claims.

### **Internal Factors**

This is the last report in which the Department will be using the following Program Alignment Architecture reporting structure:

- 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

One of the limitations of this structure is that the indicators are output-based and the Department's performance is reported largely in terms of numbers of projects completed or dollar value of projects completed. To report on the results of federal infrastructure investments and their impacts on Canadian communities, examples of infrastructure projects funded by the Department are inserted throughout this report.

In 2017-18, the Department obtained Treasury Board approval for a new Departmental Results Framework. The new Framework will make it easier to report on outcomes and describe how the Department contributes to growing Canada's economy, improving urban transit, supporting the environment and advancing social inclusion. Starting in 2018-19, this new Framework will form the basis of future Departmental Plans and Departmental Results Reports.

## **Key risks**

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 key corporate risks and the results of risk response strategies. As in previous years, the Department has reviewed and updated risks in the context of emerging environmental risk factors and progress made by implementing risk responses.

Risks	Mitigating strategy and effectiveness	Link to the department's Programs	Link to mandate letter commitments and any government-wide or departmental priorities
<p>Ability to deliver new programs under the Investing in Canada plan, the government's long-term infrastructure plan, in a timely fashion, and collect quality data that will allow the Department to report meaningful results to Canadians</p>	<p>The Department has made significant progress to implement risk responses that have resulted in a decrease in both the assessed likelihood and impact of this risk. Effective responses include:</p> <ul style="list-style-type: none"> <li>• early and ongoing engagement with provinces and territories and other stakeholders leading to bilateral agreements; and</li> <li>• Applying a risk-based approach to streamline the administration of the Investing in Canada Infrastructure Program, allowing for more focused oversight for higher risk projects.</li> </ul> <p>Regular engagement with federal delivery partners to develop and maintain a robust data collection and reporting strategy, including the development of a project-based geo-map.</p> <p>INFC's Evaluation Directorate is conducting an evaluation on the horizontal governance and reporting function to determine how well INFC coordinates the reporting activities of 13 partner departments. Lessons learned from this evaluation will be applied to ongoing reporting to improve the way the data is collected to report results to Canadians.</p>	<p>Program 1.3: Investments in National Infrastructure Priorities</p>	<p>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.</p>
<p>Timely delivery of the new Champlain Bridge Corridor project in Montréal, Quebec</p>	<p>To ensure the timely delivery of the new Champlain Bridge, Infrastructure Canada continued to oversee the Project Agreement with its private partner, Signature on the Saint Lawrence Group. Specific measures included:</p> <ul style="list-style-type: none"> <li>• Close monitoring of the Project to ensure that the Private Partner conducts the work as agreed under the terms of the Project Agreement;</li> <li>• Using the established interdepartmental governance structure to provide strategic direction; and</li> <li>• Making timely decisions to address operational issues and resolve problems. For example, in 2017-18</li> </ul>	<p>Program 1.6: New Bridge for the St. Lawrence Corridor Project (commonly known as the new Champlain Bridge Corridor project)</p>	<p>Priority 2 Mandate letter commitment to move forward on a toll-free replacement for the Champlain Bridge</p>

	<p>timelines for the new Champlain Bridge was put under pressure due to unforeseen challenges like restrictions on the transportation of oversize bridge pieces and labour related issues affecting the Quebec construction sector. Mitigating measures were taken resulting in a settlement agreement which put the project back on track.</p>		
Complexities in the delivery of the Gordie Howe International Bridge Project, a new international crossing between Windsor, Ontario and Detroit, Michigan	<p>Ongoing risk responses for the Gordie Howe International Bridge Project were implemented throughout 2017-18. The aim was to ensure the Windsor-Detroit Bridge Authority is in a position to successfully complete the P3 procurement process and manage the design, construction and operation phases of the project.</p> <p>In addition, the Department continued to provide support and oversight on the U.S. property acquisition process to ensure that Michigan can/will be able to obtain all the required properties on the U.S. side according to project timelines.</p>	Program 1.4: Large-Scale Infrastructure Investments	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	<p>Infrastructure Canada ensured that it had adequate resources to deliver timely Information Management/Information Technology, Communication Services, Human Resources, Finance and other enabling services, to support new and ongoing business requirements.</p> <p>Various initiatives were implemented to build and maintain a healthy and productive workforce.</p>	Internal Services	Priority 4

## Results: what we achieved

### 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.

##### **Results**

All funds available under the Provincial - Territorial Infrastructure Base Fund (\$2.3 billion) were committed as of March 31, 2014. The program has predominantly provided funding for highway projects.

By March 31, 2018, three of thirteen jurisdictions completed all reporting obligations and received their final payments. Since then, three additional jurisdictions have submitted final reporting obligations and are in the process of receiving their final payment. Funding agreements for the remaining jurisdictions have been extended to allow them to complete all initiatives and reporting requirements and reconcile the cost-sharing requirements against final initiative costs. These extended funding agreements are expected to close out over the next three years, ending by March 31, 2021.

Infrastructure Canada and provincial and territorial governments continue to work closely to provide guidance on completing reporting requirements and to ensure that cost-sharing program requirements are met as initiatives continue to be completed.

## Results achieved

Expected results	Performance indicators	Target*	Date to achieve target	2017–18 Actual results**	2016–17 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	154%	158%	156%
	Funding leveraged from partners as a percentage of federal funding for territories	33%	March 31, 2018	68%	51%	51%

\* Cumulative targets over the life of the program, estimated up to March 31, 2018.

\*\* 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	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
56,608,537	56,608,537	31,608,537 <sup>1</sup>	22,500,000 <sup>2</sup>	(34,108,537)

## Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1	1	0

<sup>1</sup> The 2017-18 Total Authorities available for use were less than the 2017-18 Main Estimates and Planned Spending figures because funding was re-profiled to future years.

<sup>2</sup> The 2017-18 Actual Spending was lower than anticipated as the Department received fewer claims for completed projects than expected. Funding remains committed to projects and was re-profiled to future years.



## Program 1.2 Permanent and Flexible Public Infrastructure Funding

### Description

In support of community infrastructure for Canadians, this program provides long-term and predictable funding for municipalities, supporting the construction and rehabilitation of public infrastructure while also investing in long-term municipal planning and asset management. Funding is provided 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.

### Results

In 2017-18, all jurisdictions received their payments. In total, over \$2.1 billion flowed through signatories according to federal Gas Tax Fund Administrative Agreements.

The projects funded by the federal Gas Tax Fund fall into a wide range of categories. In 2017-18, a total of 3,029 projects were completed. Roads were the most commonly funded projects, followed by public transit and wastewater projects.

The Department took steps to improve performance reporting for the federal Gas Tax Fund. In December 2017, Infrastructure Canada hosted a Gas Tax Fund workshop, which provided an opportunity for discussion and collaboration between federal, provincial, territorial and municipal officials, as well as officials from two municipal associations.

#### Rural Ontarians benefit from the launch of their community's first bus route

The southern Ontario township of Clearview is proof that public transit can make a positive impact in a community, regardless of its size. Transit was non-existent in this rural township until the community used its Gas Tax funding to launch its first bus route, which serves 4,500 residents. “We wouldn’t have had the opportunity to even look at any type of transportation hub if we didn’t get that Gas Tax money,” said Clearview mayor Christopher Vanderkruys. “People are able to get to the places they want to go, whether it’s to the doctor, the grocery store, or just to work.” The route launched as a pilot project in late 2016 and became permanent in 2017 when Gas Tax funding enabled the township to purchase its first bus and a ticketing system to support the service. Since then, ridership has grown to a consistent level of more than 1,000 riders each month. Clearview is now developing plans to expand service as the community continues to grow. The Association of Municipalities of Ontario has recognized Clearview’s efforts by awarding it the 2018 Gas Tax Fund award for an infrastructure project that makes a difference to the community.

The workshop focused on reporting on outcomes and was the first step in working with signatories to update performance measurement and results reporting for the Gas Tax Fund. Following the workshop, the Department provided signatories with additional information on the proposed new approach to performance measurement. The proposed changes will require amendments to Gas Tax Fund agreements and the Department is in ongoing discussions with signatories.

### Living an active life in rural Nova Scotia

The Nova Scotia port town of Lunenburg has made it easier for its 24,000 residents to live a more active life. The community has used its Gas Tax funding to create a walking and biking lane along the scenic road that connects Lunenburg to the neighbouring fishing village of Blue Rocks. These dedicated lanes along the shoulders of the road encourage walkers and cyclists to enjoy the spectacular coastal view that has inspired artists and photographers for decades.

### Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 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	100%	100%	93%
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	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
2,074,765,524	2,074,765,524	2,074,732,375	2,072,595,796	(2,169,728)

## Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full- time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
22	15	(7)

## **Program 1.3 Investments in National Infrastructure Priorities**

### **Description**

This program funds infrastructure projects that help to advance national priorities. Funding is provided through merit-based review of proposals—by Infrastructure Canada or the Federation of Canadian Municipalities—or through 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, Capacity Building for Climate Change Challenges Fund, Smart Cities Challenge, Toronto Waterfront Revitalization Initiative, and the Investing in Canada Infrastructure Program.

### **Results**

During the reporting period, Infrastructure Canada made considerable progress in delivering the new programs under the Investing in Canada plan, which were announced in Budget 2016 and 2017. A summary of the results achieved are as follows:

#### **Public Transit Infrastructure Fund**

This program provides short-term funding to upgrade and improve public transit systems across Canada. Since its inception there have been 1,130 projects approved with a federal contribution of over \$2.5 billion and a combined total investment of over \$5.1 billion. To date, 137 projects have been completed. Investments made through the program have helped municipalities across Canada acquire over 3,300 new buses and rehabilitate or enhance over 3,700 existing buses.

#### **New manufacturing jobs for Quebec workers**

Quebec manufacturer Nova Bus has expanded its operations as a result of federal investments made under the Public Transit Infrastructure Fund. The company is investing more than \$90 million over six years to modernize its plants and strengthen its research and development work on next-generation buses.

In response to orders for new buses from across the country, Nova Bus has ramped up its production schedule and hired more staff to fill 200 new jobs at its two plants in Quebec. This growth has resulted in more than 200 additional buses being produced annually, meaning communities across Canada are receiving their new buses sooner. The increased demand for buses also has spinoff benefits for Ontario, where more than 65 manufacturers in Greater Toronto supply parts and components to Nova Bus. This spending is worth millions of dollars every year.

The growth of Nova Bus is one example of how federal investments in infrastructure create well-paying jobs throughout the supply chain.

### Faster, more frequent service for Greater Vancouver transit riders

In Metro Vancouver, federal investments under the Public Transit Infrastructure Fund are enabling faster, more frequent bus service to be rolled out to 12 communities and more than 500 bus drivers are being hired to service these new routes. That's the largest recruitment drive since the 2010 Olympics.

Federal funding is also enabling 80 new light-rail transit cars to be purchased, with 28 of them being purchased three years sooner than originally planned. This fast-track purchase is happening at a time when transit use has reached an all-time high in Metro Vancouver. The first batch of cars will be rolled out in 2019, followed by more in 2020.

In total, commuters will benefit from an additional 8,200 spaces every hour during peak periods. Along with the new cars will come significant upgrades to major transit hubs, all supported by federal investments.

In 2017-18, 552 new projects were approved with a federal contribution of over \$1.4 billion and a combined total investment of over \$2.8 billion. Construction began on 486 projects with a federal contribution of over \$505 million and a combined total investment of \$1.0 billion. Of these projects, 113 have been completed which carried a federal contribution of over \$61 million and a combined total investment of over \$125 million.

The program was extended to allow recipients to incur eligible costs up to March 31, 2020. This extension was granted to jurisdictions that met the agreed-upon reporting requirements prior to March 31, 2018.

### Clean Water and Wastewater Fund

This program provides short-term funding of \$2 billion to provide communities with more reliable water and wastewater systems so that drinking water and effluent meet legislated standards. Since its inception 2,359 projects have been approved with a federal contribution of over \$1.9 billion and a combined total investment of over \$3.8 billion. To date, 198 projects have been completed. Investments made through the program have helped to rehabilitate or enhance over 750 drinking water and 650 wastewater facilities throughout Canada.

In 2017-18, 1,467 new projects were approved with a federal contribution of over \$649 million and a combined total investment of over \$1.4 billion. Construction began on 875 projects with a federal contribution of over \$827 million and a combined total investment of \$1.6



billion. Overall, 189 projects have been completed with a federal contribution of over \$107 million and a combined total investment of over \$217 million.

The program was extended to allow recipients to incur eligible costs up to March 31, 2020. This extension was granted to all jurisdictions that met the agreed-upon reporting requirements prior to March 31, 2018.

### **Asset Management Fund**

The program is a five-year, \$50-million initiative that will help Canadian municipalities and communities make informed infrastructure investment decisions based on stronger asset management practices. Infrastructure Canada entered into an agreement with the Federation of Canadian Municipalities (FCM), which is responsible for delivering this program under the name of Municipal Asset Management Program (MAMP). MAMP will help an estimated 1,000 municipalities across Canada manage their infrastructure more strategically, thereby contributing to the success of new federal investments in municipal infrastructure.

A total of 249 projects with a federal contribution of over \$12.7 million and a combined total investment of over \$17.6 million were approved. Work began on 217 of these projects with a federal contribution of over \$11.3 million and a combined total investment of over \$15.4 million. Overall, 25 projects were completed with a federal contribution of over \$948,000 and a combined total investment of over \$1.3 million.

### **Capacity Building for Climate Change Challenges Fund**

This program is a five-year, \$75-million initiative that will help increase municipal capacity to make low carbon and climate resilient infrastructure investments. Infrastructure Canada entered into another agreement with the Federation of Canadian Municipalities (FCM), which is responsible for delivering the program under the name of Municipalities for Climate Innovation Program (MICP). The FCM reviews and approves projects, and transfers funding to municipal recipients.

A total of 93 projects with a federal contribution of over \$17 million and a combined total investment of over \$35.5 million were approved. Work began on 78 of these projects with a federal contribution of over \$13.6 million a combined total investment of over \$30.7 million. Overall, 15 projects were completed with a federal contribution of over \$2.4 million and a combined total investment of over \$3.4 million.

### **Smart Cities Challenge**

In 2017-18, communities from across Canada participated in the first Smart Cities Challenge competition, which called on communities to bring forward their best ideas for improving the lives of their residents through innovation, data and connected technology.

Additionally, during the reporting period, the Minister of Infrastructure and Communities appointed an independent jury to recommend finalists and winners for the Smart Cities Challenge.

The Smart Cities Challenge application process encouraged municipalities and local governments to include diverse views in the development of their proposals, particularly in the areas of resident engagement and project design.

### **Investing in Canada Infrastructure Program**

Infrastructure Canada's Integrated Bilateral Agreements with provinces and territories establish the terms and conditions by which \$33 billion in new infrastructure funding will be delivered under the Investing in Canada Infrastructure Program. Four agreements were signed by the end of 2017-18 with the remaining ones signed in 2018. The Agreements stipulate that the provincial or territorial government must agree to report on community employment benefits provided to at least three federal target groups (i.e., women, apprentices, Indigenous peoples, persons with disabilities, veterans, youth, recent immigrants, or small-medium-sized enterprises and social enterprises). The agreements also incorporate a performance indicator as part of the project submission process that will collect data and allow Infrastructure Canada to report on the number of projects that take gender into consideration during the design and/or construction phases of projects. Finally, under the Community, Culture and Recreation stream of the Integrated Bilateral Agreements, projects must have an immediate outcome aligning with improved access to and/or quality of cultural, recreational and/or community infrastructure for Canadians, including Indigenous Peoples and vulnerable populations. These outcomes will be reported on in the coming years.

### **Toronto Waterfront Revitalization Initiative**

This program is delivered through a commitment between the Government of Canada, the Province of Ontario, and the City of Toronto. Investments under this initiative will lead to more inclusive and accessible public spaces by implementing flood protection measures aimed at increasing the capacity of the waterfront area to adapt to climate change impacts, natural disasters and extreme weather events. These flood protection measures will include the restoration of several hectares of naturalized land and the remediation of former industrial and underdeveloped spaces. Funding provided through the Toronto Waterfront Revitalization Initiative (TWRI) will effectively upgrade municipal infrastructure in the area, making improvements to roads, bridges, and water and wastewater systems. In the longer term, funding under the TWRI will improve opportunities for residential and commercial development, access to affordable housing, and public transit.

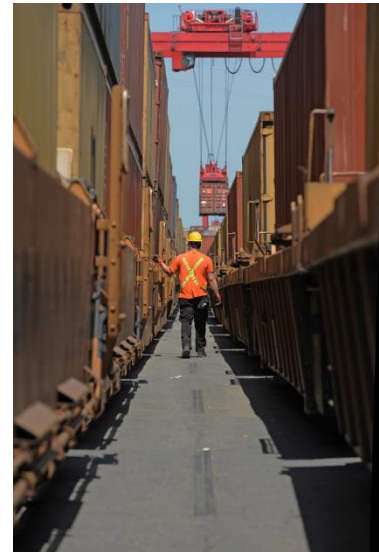


In 2017-18, \$384.2 million in federal funding (derived from the Investing in Canada plan) was approved for the Port Lands Flood Protection and Enabling Infrastructure Project. Negotiations with the multiple parties involved in the contribution agreement for the project were underway during the reporting period.

### **New Building Canada Fund - National Infrastructure Component**

In 2017-18, one new project was approved with a federal contribution of over \$247 million and a combined total investment of over \$457 million.

In total nine projects have been approved under the program, totalling over \$1.6 billion in federal contributions and a combined total investment of over \$4.3 billion. Of these, the largest categories for investment are Highways and Roads and Marine infrastructure. These projects are of national significance, and will contribute to Canada's long-term prosperity. Infrastructure Canada is no longer accepting applications for this program. However, the Department continues to implement and monitor project-specific agreements and ensures that claims are efficiently processed in compliance with internal program control frameworks.



### **Green Infrastructure Fund**

A total of 21 projects have been approved under the program which represent over \$743 million in federal contributions and a combined total investment of over \$2.3 billion. To date, six projects have been completed which represents 29% of the approved projects. The largest category of investment, in terms of total eligible costs, is Wastewater infrastructure, which is expected to reduce the volume and/or improve the level of treatment of wastewater effluent and support a clean environment. The second largest category of investment is Green Energy infrastructure, which is expected to have a positive impact on the security of the electricity supply in the respective jurisdictions. Infrastructure Canada continues to implement and monitor project-specific agreements, and to ensure that claims are efficiently processed in compliance with internal program control frameworks.

#### **Owen Sound Secondary Sewage Upgrade Project**

Completed in August 2017, the City's existing primary wastewater treatment facility was upgraded to include a second stage of treatment to improve the quality of the facility's water outflow.

The federal contribution for this project was \$1.5 million.



In 2017-18, one new project with a federal contribution of over \$11.3 million and a combined total investment of over \$34.1 million completed construction.

### Border Infrastructure Fund

A total of 12 projects have been approved under this fund which represent over \$591 million in federal contributions and a combined total investment of over \$1.3 billion. To date, nine projects have been completed which represents 75% of the approved projects. Transport Canada will continue to implement, on behalf of Infrastructure Canada, the final three projects which represent a federal contribution of over \$221 million and a combined total investment of over \$475 million. Infrastructure Canada will continue to work with Transport Canada in the monitoring and due diligence of ongoing projects to ensure they are completed as part of the closeout activities of the program.

### Inuvik to Tuktoyaktuk Highway Fund

The construction was substantially completed on the first all-season road between Inuvik and Tuktoyaktuk connecting southern Canada to the Arctic Coast of the Beaufort Sea. The highway opened for use in November 2017.

### Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 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	107%	110%	201%
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	655	March 31, 2018	343 <sup>3</sup>	35	2
	Value of national infrastructure priority projects completed	\$3.6 billion	March 31, 2018	\$382 <sup>3</sup> million	\$275 million	\$71.7 million

<sup>3</sup> Some transfer payment programs under program 1.3 have experienced delays in implementation. Provinces and territories requested additional time in order to complete projects and in the fall of 2017 an extension was granted by Infrastructure Canada for Clean Water and Wastewater Fund and Public

Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
3,058,211,074	3,058,211,074	3,157,667,575 <sup>4</sup>	729,280,490	(2,328,930,584)

Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
46	69 <sup>5</sup>	23

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Transfer Infrastructure Fund. It is important to note that the disbursement of federal contributions occurs once claims have been received.

<sup>4</sup> The 2017-18 Total Authorities available for use were higher than the 2017-18 Main Estimates and Planned Spending figures as additional funding was obtained through Supplementary Estimates for new programs.

<sup>5</sup> The actual number of Full-Time Equivalents was higher in 2017-18 with the implementation of new programs.

## Program 1.4 Large-Scale Infrastructure Investments

### Description

This program invests in infrastructure projects of national and regional significance. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. For the most part, funding is jurisdictionally allocated under this program. 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.

### Results

Large-scale infrastructure investments funded through the transfer payments under this Program are helping to improve transport mobility and safety, drinking water, disaster mitigation infrastructure, broadband connectivity, wastewater treatment, innovation and green energy. They are also supporting economic growth and enhancing the quality of life of Canadians. Below is a summary of the key program-specific achievements in 2017-18.

#### New Building Canada Fund - Provincial - Territorial Infrastructure Component - National and Regional Project

The program provides funding to support infrastructure projects of national and regional significance that contribute to economic growth, a clean environment and stronger communities. Since its inception there have been 185 projects approved with a federal contribution of over \$6.3 billion and a combined total investment of over \$15.8 billion.

In 2017-18, construction began on 52 projects with a federal contribution of over \$861 million and a combined total investment of over \$2 billion. Fourteen projects were also completed in 2017-18 bringing the total of completed projects to 20.

### Edmonton Valley Line Light Rail Project

The Light Rail project in Edmonton's Southeast called the Valley Line will improve Edmonton's accessibility through public transit. It is an agreement between the Government of Canada, the City of Edmonton, and TransEd Partners.

Stage one of the Agreement was signed in September 2017 to provide a 13 km stretch connecting to the downtown core using Light Rail vehicles.

As of March 31, 2018 the project is on budget and on track. The federal contribution for this project stage is \$400 million.



Provinces and territories were required to prioritize projects for all outstanding funding allocations by March 31, 2018. Any funds that are not approved by March 31, 2019 will be transferred to the Gas Tax Fund to ensure that funds are directed towards municipal infrastructure priorities.

### **Building Canada Fund - Major Infrastructure Component**

This program targets larger infrastructure projects of national or regional significance. It increases overall investment in public infrastructure and contributes to broad federal objectives: economic growth, a cleaner environment and strong and prosperous communities. At least two-thirds of the funding is targeted to national priorities: water, wastewater, public transit, the core national highway system, and green energy. Since its inception there have been 199 projects approved with a federal contribution of over \$6.5 billion and a combined total investment of over \$19.7 billion.

In 2017-18, construction began on nine projects with a federal contribution of over \$228 million and a combined total investment of \$619 million. Four projects with a federal contribution of over \$45.8 million and a combined total investment of over \$100 million were completed, bringing the total completed projects to 145.

### **Canada Strategic Infrastructure Fund**

This program supports projects that sustain economic growth and enhance the quality of life for Canadians. Investments are made in cooperation with provinces, territories, municipalities, and the private sector, and contribute to the construction, renewal and/or enhancement of public infrastructure. The program leverages additional contributions from other partners by providing up to 50% funding for eligible projects. Since its inception, there have been 91 projects approved with a federal contribution of over \$4.6 billion and a combined total investment of over \$12.4 billion. To date, 74 projects have been completed which represents 81% of the approved projects.

In 2017-18, the Department continued to monitor and deliver this program with provincial and territorial partners and Transport Canada. Infrastructure Canada has largely met its targets under the program and as part of the closeout activities will continue the monitoring and due diligence of ongoing projects to ensure that they are completed.

## Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 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	136%	188%	177%
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	18 <sup>6</sup>	28	33
	Value of large-scale infrastructure projects completed	\$2.9 billion	March 31, 2018	\$276 million <sup>6</sup>	\$3.37 billion	\$1.5 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	0 <sup>6</sup>	1	1
	Value of large-scale projects delivered as a P3	\$2.6 billion	March 31, 2018	\$0 <sup>6</sup>	\$848 million	\$165 million

## Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
1,026,254,190	1,026,254,190	951,296,925 <sup>7</sup>	627,976,150 <sup>8</sup>	(398,278,039)

<sup>6</sup> Program 1.4 provides significant funding for large, complex projects. It is typical for these projects to require a significant amount of upfront planning, design and procurement. These processes may occur, in whole or in part, after funding commitments are announced. As a result, there is often a period of time that will pass between project announcements and the start of construction. Even when construction has started, a number of factors beyond the control of funding recipients can result in lower spending than forecasted, which in turn cause claims to lag and be submitted for reduced amounts. It is also important to note that actual spending lags behind the actual rate of construction of projects since recipients are reimbursed only once claims are submitted, even though eligible costs may have already been incurred.

<sup>7</sup> The 2017-18 Total Authorities available for use was lower than the 2017-18 Main Estimates and Planned Spending figures as the operating amount was readjusted.

<sup>8</sup> The 2017-18 Actual Spending was lower than anticipated as the Department received fewer claims for completed projects than expected. Funding remains committed to projects and was re-profiled to future years.

## Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
84	86	2

**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 is 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.

**Results**

Infrastructure projects funded through this program are contributing to small communities and enhancing the quality of life for Canadians by improving roads, wastewater treatment, drinking water, public transit, recreation, culture, capacity building, solid waste management, green energy and disaster mitigation. Below is a summary of key achievements by transfer payment program.

**New Building Canada Fund - Provincial - Territorial Infrastructure Component - Small Communities Fund (PTIC - SCF)**

This program makes funding available to provinces and territories for local infrastructure. PTIC-SCF is designed to leverage the resources and existing processes of provinces and territories in managing these infrastructure projects, while ensuring federal accountability and oversight for the funding envelope. Since its inception, there have been 767 projects approved with a federal contribution of over \$1.2 billion and a combined total investment of over \$3.3 billion. To date, 140 projects have been completed which represents 18% of the approved projects.

In 2017-18, 204 new projects with a federal contribution of over \$233 million and a combined total investment of over \$575 million were approved. Construction began on 82 projects with a federal contribution of over \$107 million and a combined total

investment of \$302 million. Construction was completed for 52 projects with a federal contribution of over \$37.7 million and a combined total investment of over \$99 million.

Provinces and territories were required to prioritize projects for all outstanding funding allocations by March 31, 2018. Any funds that are not approved by March 31, 2019 will be transferred to the Gas Tax Fund to ensure that funds are directed towards municipal infrastructure priorities.

**Building Canada Fund-Communities Component (BCF - CC) and Building Canada Fund - Large Urban Centres Component (LUCC) in Quebec only**

The Building Canada Fund-Communities Component supports infrastructure needs of smaller communities. Project costs are shared with provincial, territorial and municipal governments, with each order of government generally contributing one-third of the eligible costs. The program supports the construction, renewal, and enhancement of basic infrastructure such as drinking water, wastewater treatment, local roads, and other infrastructure needs.

The Building Canada Fund - Large Urban Centres Component invests in infrastructure projects in Quebec communities of 100,000 inhabitants or more. This Component was designed to help Quebec's nine big cities (Montreal, Quebec City, Laval, Gatineau, Longueuil, Sherbrooke, Saguenay, Lévis, Trois-Rivières) meet their urgent infrastructure needs.



In most jurisdictions, the construction completion deadline was March 31, 2016. The deadline has been extended until 2020. Since their inception, 982 projects with federal funding of over \$1.2 billion have been approved with a combined total investment of over \$3.7 billion. A total of 907 projects have already been completed.

## Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 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	185%	197%	221%
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	19 <sup>9</sup>	43	44
	Value of small communities/ rural areas infrastructure projects completed	\$213 million	March 31, 2018	\$24.6 million <sup>9</sup>	\$86 million	\$235 million
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	13 <sup>9</sup>	58	57
	Value of small communities/ rural areas infrastructure projects completed	\$227 million	March 31, 2018	\$31.2 million <sup>9</sup>	\$122 million	\$218 million
Infrastructure projects are implemented that promote stronger, small and rural economies	Number of small communities/rural areas infrastructure projects completed	26	March 31, 2018	20	21	17
	Value of small communities/rural areas infrastructure projects completed	\$118 million	March 31, 2018	\$43.3 million <sup>9</sup>	\$49.5 million	\$117 million

<sup>9</sup>This variance can be attributed to a number of factors including project delays resulting from inclement weather and from technical and other construction-related complexities.



### Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
162,625,742	162,625,742	177,188,196 <sup>10</sup>	177,099,875	14,474,133

### Human resources (full-time equivalents)

2017–18 Planned full- time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
15	15	0

<sup>10</sup> The 2017-18 Total Authorities available for use are higher than 2017-18 Main Estimates and Planned Spending figures because additional funding was obtained through Supplementary Estimates.

## **Program 1.6 New Bridge for the St. Lawrence Corridor Project (commonly known as 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 being carried out as a public-private partnership.

### **Results**

In 2017-18 the schedule for the new Champlain Bridge project was put under pressure, due to unforeseen challenges with construction timelines. In March 2018, Infrastructure Canada reached a settlement agreement worth \$235M with its private partner, Signature on the St-Lawrence (SSL).

It also settled all claims regarding transportation issues and put an end to the legal action taken in Superior Court by SSL.



## Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Champlain Trade 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	Not Applicable	Not Applicable	Not Applicable
	Number of key structural components of the bridge fully constructed	31 <sup>11</sup>	November 30, 2017	12	Not Applicable	Not Applicable
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	Not Applicable	Not Applicable	Not Applicable
	Project is completed on-budget	\$3.977B	December 1, 2049 <sup>12</sup>	Not Applicable	Not Applicable	Budget for the Project Agreement is \$3.977 billion, including \$2.246 billion for construction

## Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
590,744,529	590,744,529	704,693,188 <sup>13</sup>	639,731,575	48,987,046

<sup>11</sup> Target is based on the number of components linked to milestones in the contract with the Private Partner.

<sup>12</sup> The performance target and the target date are based on the value and the timeframe of the Project Agreement signed with the Private Partner.

<sup>13</sup> The 2017-18 Total Authorities available for use was higher than the 2017-18 Main Estimates and Planned Spending figures because additional funding was obtained through Supplementary Estimates.

## Human resources (full-time equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
89	64	(25)

**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 refer 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.

**Results**

Internal Services contribute to the effective and efficient delivery of the Department's programs and services by providing essential support to the Department as a whole. During the reporting period, the Department continued to strengthen its effectiveness through several achievements.

The Department's results and accomplishments are due to a large extent to the dedicated employees who have worked to transition the department into a results-based organization that is focused on outcomes for Canadians. Recognizing the importance of our people, the Department developed a Strategic HR Management Plan which identifies priorities and actions to enhance recruitment, retention, career development and talent management and workplace wellbeing. In addition, the Department continued to make efforts and support employees affected by the Phoenix Pay System, establish a healthy, respectful and supportive work environment, and focus efforts to stabilize resources.

To support openness and transparency, the Department took steps to communicate the results and benefits of infrastructure investments to Canadians through various platforms. In April 2018, the Department published [Investing in Canada: Canada's Long-Term Infrastructure Plan](#)<sup>x</sup>, which provides information to Canadians on the Plan and key programs funded and delivered by federal partners. The Department launched the

[Investing in Canada plan Project Map](#)<sup>xi</sup> which features a broad cross-selection of projects approved through the Investing in Canada plan. As of March 31, 2018, there were 7,953 projects mapped. These activities complement the Department's efforts to make project information available to Canadians through the Government's Open Data Portal.

The Department made progress in moving towards a results culture by elaborating on the horizontal reporting framework for the Investing in Canada plan and developing a new Departmental Results Framework. A robust data strategy and research agenda is under development to establish the evidence base needed to inform future program developments. In the summer of 2017, Infrastructure Canada launched the first national survey on Canada's Core Public Infrastructure. The Department worked closely with Statistics Canada to develop this survey which will provide a picture of the current state and performance of public infrastructure across Canada. Baseline data to be released in fall 2018 based on over a 90% response rate. Work was also done on the Capital and Repair Expenditures Survey to address a data gap. This will allow for a more detailed analysis of expenditure by infrastructure asset for each jurisdiction.

The Department implemented its 2017-18 to 2021-22 Integrated Audit and Evaluation Plan. A list of internal audits and engagement is included in the Supplementary Information Tables, and are available on INFC's website.

There was significant work done to prepare for the launch of the Investing in Canada Infrastructure Program (i.e., Integrated Bilateral Agreements). Infrastructure Canada worked with Environment and Climate Change Canada, provinces and territories, and other partners and stakeholders to develop the Climate Lens. When applicable, the Climate Lens will help infrastructure project proponents design better projects by assessing their opportunities to reduce carbon pollution and identify when they should be adapting project design to better withstand severe weather, floods, and other possible natural disasters. The Department is also developing a new online portal called Infrastructure Recipients Information System (IRIS), which will modernize and streamline the management of INFC funding programs and be a 'single window' for INFC funding program recipients. IRIS will provide the ability for INFC funding recipients to securely share information online and to communicate with INFC on infrastructure plans, project submissions, performance and results reporting, as well as submission of claims.

The Department provided support and oversight to Crown corporations within the Infrastructure Portfolio, including the new Canada Infrastructure Bank (CIB). The CIB was successfully established, under the Canada Infrastructure Bank Act, on June 22, 2017. As part of the Government of Canada's Investing in Canada Infrastructure

Program, the CIB is a new and innovative tool that provincial, territorial, municipal and Indigenous partners can use to build more infrastructure for their communities. Under its legislation, the CIB's purpose is to make investments in revenue-generating infrastructure projects that are in the public interest, and to seek to attract investment in those projects from private sector and institutional investors.

During the 2017-18 fiscal year, the CIB's Board of Directors was appointed, including the Chairperson and ten directors. The CIB moved into its physical premises, launched its website and developed corporate capabilities, including financial services, general counsel, information technology, accounting and audit, and other key functions. The Board implemented its governance mechanisms, adopted key policies and created four committees, as well as launched a leadership search to begin the selection process for the inaugural Chief Executive Officer (CEO), who was announced in spring 2018.

The CIB continues to follow up on proposals and develop its capabilities and capacity to engage with provinces, territories and municipalities, Indigenous groups, and private sector partners to advance a new partnership model and transform the way infrastructure is planned, funded and delivered in Canada. In addition to delivering on its three business lines – Advisory, Investment, and Data and Information, the CIB will also be developing the National Project Pipeline.

The Department continued to support the good governance of the Jacques Cartier and Champlain Bridges Incorporated and the Windsor-Detroit Bridge Authority by ensuring they had access to the parliamentary appropriations needed to address their priorities and various board appointments. For the Windsor-Detroit Bridge Authority, five Directors were appointed to the Board and one interim CEO. For the Jacques Cartier and Champlain Bridges Incorporated, three Directors were appointed to the Board.

The Department successfully led the wind-down of P3 Canada, which transferred 24 agreements from the P3 Canada Fund to be managed by Infrastructure Canada.

The Department's mandate continues to be supported by Communications through the Infrastructure Canada website, social media and public events and announcements. In 2017-18, the Department engaged with Canadians, stakeholders and the media to tell the story of federal infrastructure investments and their positive outcomes on Canadian communities.

### Budgetary financial resources (dollars)

2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
42,454,205	42,454,205	57,414,906 <sup>14</sup>	57,113,123	14,658,918

### Human resources (full-time equivalents)

2017–18 Planned full- time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
158	179 <sup>15</sup>	21

<sup>14</sup> The 2017-18 Total Authorities available for use are higher than the 2017-18 Main Estimates and Planned Spending figures because additional funding was obtained through Supplementary Estimates to support new programs.

<sup>15</sup> The number of Full-Time Equivalents increased in 2017-18 in view of new programs being implemented.



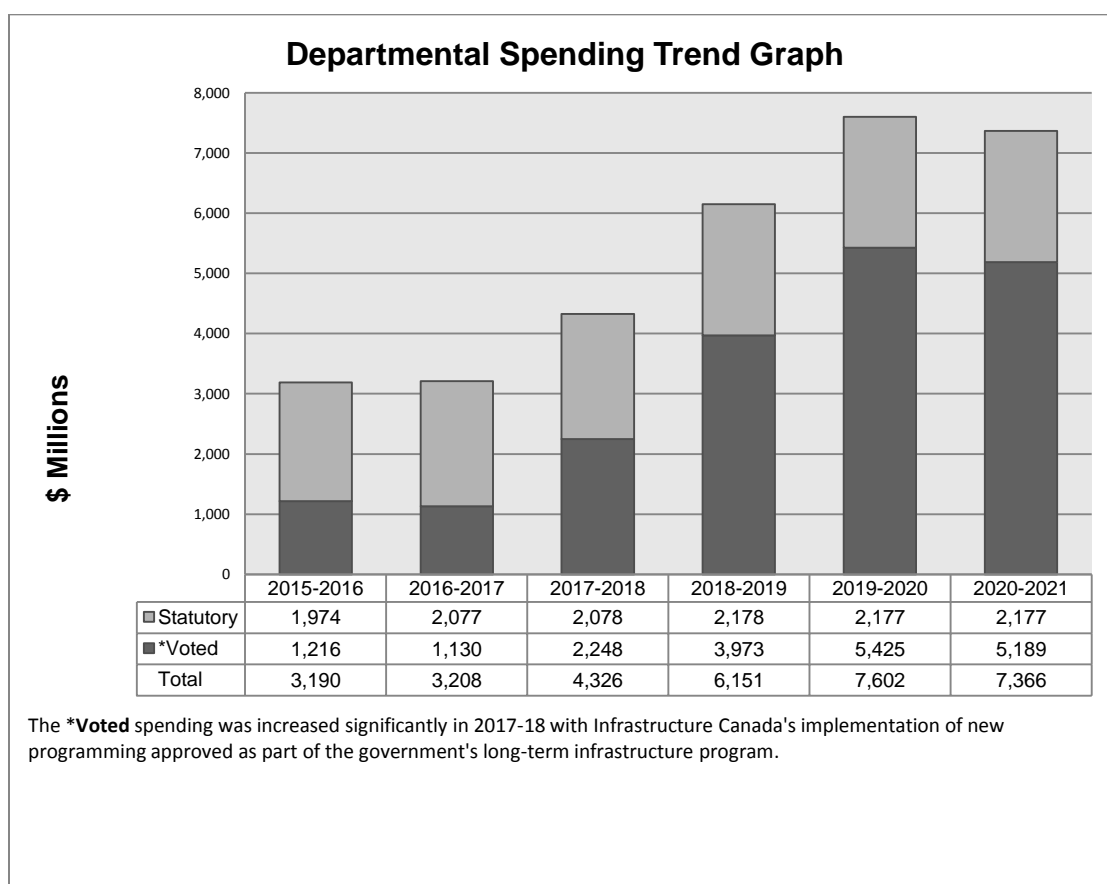


## Analysis of trends in spending and human resources

### Actual expenditures

#### Departmental Spending Trend

In 2017-18, Infrastructure Canada's total spending was over \$4.3 billion. Departmental spending experienced a significant increase compared to the previous two years. This trend can be attributed to an increase in spending for the new Champlain Bridge Corridor project to cover the first significant milestone payment, increased spending on contributions for new programs including the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund, and an increase in operating expenditures related to the overall increase in FTEs.



Despite an increase in spending, Infrastructure Canada's reported unspent funds remain high at \$2.8 billion. Unused funds at year end is not new for infrastructure programs; the practice is to re-profile amounts to future years when required. Funds remain in place to support approved programs and projects, and no projects are cancelled or unfunded as a result of the re-profile.

Of the \$2.8 billion left unspent, \$2.7 billion was re-profiled from 2017-18 into future years as announced in Budget 2018. This Budget updated the funding profile for a number of transfer payment programs to better align with when funding recipients plan to submit their payment claims. This ensures that infrastructure funding is available when it is needed. The total federal contribution to projects remains the same.

Infrastructure Canada will continue to work with provinces, territories and central agencies on the timely recording of expenses.

### Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)	2015–16 Actual spending (authorities used)
Funding for Provincial-Territorial Priorities	56,608,537	56,608,537	59,312,122	0 <sup>16</sup>	31,608,537	22,500,000	3,064,280	25,078,120
Permanent and Flexible Public Infrastructure Funding	2,074,765,524	2,074,765,524	2,173,015,976	2,173,015,976	2,074,732,375	2,072,595,796	2,102,832,309	1,974,387,706
Investments in National Infrastructure Priorities	3,058,211,074	3,058,211,074	1,787,661,698	3,267,878,874	3,157,667,575	729,280,490	164,694,236	139,119,440
Large-Scale Infrastructure Investments	1,026,254,190	1,026,254,190	1,003,492,163	1,323,797,227	951,296,925	627,976,150	703,602,026	787,479,954
Infrastructure Investments in Small Communities and Rural Areas	162,625,742	162,625,742	332,060,472	249,232,038	177,188,196	177,099,875	157,116,165	92,993,364
New Bridge for the St. Lawrence Corridor Project	590,744,529	590,744,529	737,952,527	535,333,680	704,693,188	639,731,575	28,165,895	40,687,967
<b>Subtotal</b>	<b>6,969,209,596</b>	<b>6,969,209,596</b>	<b>6,093,494,958</b>	<b>7,549,257,795</b>	<b>7,097,186,796</b>	<b>4,269,183,886</b>	<b>3,159,474,911</b>	<b>3,059,746,551</b>
Internal Services	42,454,205	42,454,205	57,324,059	53,314,070	57,414,906	57,113,123	48,291,361	36,135,562
<b>Total</b>	<b>7,011,663,801</b>	<b>7,011,663,801</b>	<b>6,150,819,017</b>	<b>7,602,571,865</b>	<b>7,154,601,702</b>	<b>4,326,297,009</b>	<b>3,207,766,272</b>	<b>3,095,882,113</b>

<sup>16</sup> There is no planned spending for this program in 2019-20 as this program is anticipated to end.

## Actual human resources

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

Programs and Internal Services	2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
Funding for Provincial-Territorial Priorities	3	3	1	1	1	0
Permanent and Flexible Infrastructure Funding	22	15	22	15	15	15
Investments in National Infrastructure	27	34	46	69	92	102
Large-Scale Infrastructure Investments	68	75	84	86	84	80
Infrastructure Investments in Small Communities and Rural Areas	32	17	15	15	14	14
New Bridge for the St. Lawrence Corridor Project	44	47	89	64	56	3
<b>Subtotal</b>	<b>196</b>	<b>191</b>	<b>257</b>	<b>250</b>	<b>262</b>	<b>214</b>
Internal Services	161	194	158	179	258	212
<b>Total</b>	<b>357</b>	<b>385</b>	<b>415</b>	<b>429</b>	<b>520</b>	<b>426</b>

## Expenditures by vote

For information on Infrastructure Canada's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–18](#).<sup>xii</sup>

## Government of Canada spending and activities

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

## Financial statements and financial statements highlights

### Financial statements

The Infrastructure Canada's financial statements (unaudited) for the year ended March 31, 2018, are available on the [Department's website](#).<sup>xiv</sup>

## Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2018 (dollars)

Financial information	2017–18 Planned results	2017–18 Actual results	2016–17 Actual results	Difference (2017–18 Actual results minus 2017–18 Planned results)	Difference (2017–18 Actual results minus 2016–17 Actual results)
Total expenses	6,496,331,468	3,765,188,733	3,193,050,577	(2,731,142,735)	572,138,156
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	6,496,331,468	3,765,188,733	3,193,050,577	(2,731,142,735)	572,138,156

Condensed Statement of Financial Position (unaudited) as of March 31, 2018 (dollars)

Financial information	2017–18	2016–17	Difference (2017–18 minus 2016–17)
Total net liabilities	2,011,212,737	1,371,502,173	639,710,564
Total net financial assets	580,523,443	147,457,552	443,065,891
Departmental net debt	1,430,689,294	1,224,044,621	206,644,673
Total non-financial assets	2,144,924,585	1,371,707,995	773,216,590
Departmental net financial position	714,235,291	147,663,374	566,571,917

## Supplementary information

### Corporate information

#### Organizational profile

**Appropriate minister:** The Honourable François-Philippe Champagne, P.C., M.P.

**Institutional head:** Kelly Gillis

**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](#)<sup>xv</sup>, a Crown corporation 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 optimizing traffic flow.
- The [Windsor-Detroit Bridge Authority \(WDBA\)](#)<sup>xvi</sup>, a Crown corporation<sup>17</sup> with the responsibility to design, finance, build, operate and maintain a new, publicly owned international crossing between Windsor, Ontario and Detroit, Michigan that will be delivered through a public-private partnership. Responsibility for the WDBA was transferred from the Minister of Transport to the Minister of Infrastructure and Communities on November 4, 2015.
- The [Canada Infrastructure Bank](#)<sup>xvii</sup>, a Crown corporation, uses federal support to attract private sector and institutional investment to new revenue-generating infrastructure projects that are in the public interest. The CIB leverages the capital and expertise of the private sector and helps government partners build new infrastructure across Canada. The Minister of Infrastructure and Communities was designated the responsible Minister for the CIB on July 4, 2017.
- The Minister of Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the [Toronto Waterfront Revitalization Initiative](#)<sup>xviii</sup> 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.

<sup>17</sup> Crown corporations are public institutions or entities that operate at arm's length from the Government of Canada. 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 documents: the corporate plan summary including budget summaries, and the annual report.

**Enabling instrument[s]:**

- [Canada Strategic Infrastructure Fund Act](#) (2002, c. 9, s. 47) (CSIF)<sup>xi</sup>;
- [Order in Council P.C. 2004-0325](#)<sup>xx</sup>;
- The following pieces of legislation related to the Gas Tax Fund:
  - [Keeping Canada’s Economy and Jobs Growing Act](#), S.C. 2011, c. 24<sup>xxi</sup>
  - [Economic Action Plan 2013 Act](#), No. 1, S.C. 2013, c. 33, section 233<sup>xxii</sup>
- The following legislation and Order in Council related to the New Bridge for the St. Lawrence Corridor Project (commonly known as the new Champlain Bridge Corridor Project):
  - [New Bridge for the St. Lawrence Act](#)<sup>xxiii</sup>
  - [Order in Council P.C. 2014-0144](#)<sup>xxiv</sup>
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
  - [Crossing Agreement](#)<sup>xxv</sup>
  - [Bridge to Strengthen Trade Act](#), S.C. 2012, c. 31, s. 179<sup>xxvi</sup>
  - [Order in Council P.C. 2012-1350](#)<sup>xxvii</sup>
  - [Order in Council P.C. 2015-1236](#)<sup>xxviii</sup>
  - [Order in Council P.C. 2015-1237](#)<sup>xxix</sup>
  - [Order in Council P.C. 2015-1238](#)<sup>xxx</sup>
- The following Orders in Council related to Waterfront Toronto:
  - [Order in Council P.C. 2015-1239](#)<sup>xxxi</sup>
  - [Order in Council P.C. 2015-1240](#)<sup>xxxii</sup>
- The following Order in Council related to the Canada Infrastructure Bank:
  - [Order in Council P.C. 2017-1007](#)<sup>xxxiii</sup>

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

**Other:** Infrastructure Canada works in collaboration with Transport Canada to deliver some of its sunseting transfer payment programs.

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

**Reporting framework**

Infrastructure Canada’s Strategic Outcome and Program Alignment Architecture 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 [Infrastructure Canada's website](#):

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Evaluations
- ▶ Fees
- ▶ Horizontal initiatives
- ▶ Internal audits
- ▶ Response to parliamentary committees and external audits
- ▶ Status report on transformational and major Crown projects

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>xxxiv</sup> 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](http://www.infrastructure.gc.ca)<sup>xxxv</sup> 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: 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.

### **Departmental Plan (plan ministériel)**

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

### **Departmental Results Report (rapport sur les résultats ministériels)**

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **Evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

### **Experimentation (expérimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

### **Full-time Equivalent (équivalent temps plein)**

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

### **Gender-based Analysis Plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+

acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability. Examples of GBA+ processes include using data disaggregated by sex, gender and other intersecting identity factors in performance analysis, and identifying any impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

**Government-wide Priorities (priorités pangouvernementales)**

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

**Horizontal Initiative (initiative horizontale)**

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

**Management, Resources and Results Structure (structure de gestion, des ressources et des résultats)**

A comprehensive framework that consists of an organization’s inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**Non-budgetary Expenditures (dépenses non budgétaires)**

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

**Performance (rendement)**

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

**Performance Indicator (indicateur de rendement)**

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

**Performance Reporting (production de rapports sur le rendement)**

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

**Plan (plan)**

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

**Planned Spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts 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.

**Priority (priorité)**

A plan or project 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) or Departmental Results.

**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.

**Result (résultat)**

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

**Statutory Expenditures (dépenses législatives)**

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

**Strategic Outcome (résultat stratégique)**

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

**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

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- <sup>i</sup> Investing in Canada plan, <http://www.infrastructure.gc.ca/plan/about-invest-apropos-eng.html>
- <sup>ii</sup> Investing in Canada Infrastructure Program, <http://www.infrastructure.gc.ca/plan/icp-pic-INFC-eng.html>
- <sup>iii</sup> Smart Cities Challenge, <http://www.infrastructure.gc.ca/cities-villes/index-eng.html>
- <sup>iv</sup> Canada Infrastructure Bank, <http://www.infrastructure.gc.ca/CIB-BIC/index-eng.html>
- <sup>v</sup> Toronto Waterfront Revitalization Initiative, <http://www.infrastructure.gc.ca/twri-irrt-eng.html>
- <sup>vi</sup> Windsor-Detroit Bridge Authority, <http://www.infrastructure.gc.ca/wdba-apwd-eng.html>
- <sup>vii</sup> Champlain Bridge Corridor Project, <http://www.infrastructure.gc.ca/nbsl-npsl/index-eng.html>
- <sup>viii</sup> Jacques Cartier and Champlain Bridges Incorporated, <http://jacquescartierchamplain.ca/?lang=en>
- <sup>ix</sup> Minister's Mandate letter, <https://pm.gc.ca/eng/mandate-letters>
- <sup>x</sup> Investing in Canada: Canada's Long-Term Infrastructure Plan, <http://www.infrastructure.gc.ca/gmap-gcarte/index-eng.html>
- <sup>xi</sup> Investing in Canada plan Project Map, <http://www.infrastructure.gc.ca/gmap-gcarte/index-eng.html>
- <sup>xii</sup> Public Accounts of Canada 2017–2018, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- <sup>xiii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xiv</sup> Department's website, <http://www.infrastructure.gc.ca/pub/index-eng.html>
- <sup>xv</sup> Jacques Cartier and Champlain Bridge, <http://jccbi.ca>
- <sup>xvi</sup> Windsor-Detroit Bridge Authority, <https://www.wdbridge.com>
- <sup>xvii</sup> Canada Infrastructure Bank, <http://canadainfrastructurebank.ca/>
- <sup>xviii</sup> Toronto Waterfront Revitalization Initiative, <http://www.infrastructure.gc.ca/twri-irrt-eng.html>
- <sup>xix</sup> Canada Strategic Infrastructure Act, <http://laws-lois.justice.gc.ca/eng/acts/c-10.3/page-1.html>
- <sup>xx</sup> Order in Council P.C. 2004-0325, <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&blnDisplayFlg=1>
- <sup>xxi</sup> Keeping Canada's Economy and Jobs Growing Act, [http://laws-lois.justice.gc.ca/eng/annualstatutes/2011\\_24/page-1.html](http://laws-lois.justice.gc.ca/eng/annualstatutes/2011_24/page-1.html)
- <sup>xxii</sup> Economic Action Plan 2013 Act, [http://laws-lois.justice.gc.ca/eng/annualstatutes/2013\\_33/page-1.html](http://laws-lois.justice.gc.ca/eng/annualstatutes/2013_33/page-1.html)
- <sup>xxiii</sup> New Bridge for the St. Lawrence Act, <http://www.laws.justice.gc.ca/eng/acts/N-22.6>

<sup>xxiv</sup> Order in Council P.C. 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&blnDisplayFlg=1>

<sup>xxv</sup> Crossing Agreement, <http://www.partnershipborderstudy.com/crossing-agreement.asp>

<sup>xxvi</sup> Bridge to Strengthen Trade Act, <http://www.laws.justice.gc.ca/eng/acts/B-8.05>

<sup>xxvii</sup> 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&blnDisplayFlg=1>

<sup>xxviii</sup> 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>

<sup>xxix</sup> Order in Council P.C. 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>

<sup>xxx</sup> 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>

<sup>xxxi</sup> 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>

<sup>xxxii</sup> 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>

<sup>xxxiii</sup> Order in Council P.C. 2017-1007, <http://orders-in-council.canada.ca/results.php?pageNum=5&lang=en>

<sup>xxxiv</sup> Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>

<sup>xxxv</sup> Infrastructure Canada, <http://www.infrastructure.gc.ca/index-eng.html>