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CANADA INFRASTRUCTURE BANK SPENDING OUTLOOK



OFFICE OF THE PARLIAMENTARY BUDGET OFFICER
BUREAU DU DIRECTEUR PARLEMENTAIRE DU BUDGET

The Parliamentary Budget Officer (PBO) supports Parliament by providing economic and financial analysis for the purposes of raising the quality of parliamentary debate and promoting greater budget transparency and accountability.

This report examines the current and projected status of the Canada Infrastructure Bank's investment commitments and funding disbursements.

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Executive Summary

As part of the \$187.8 billion Investing in Canada Plan, the Government established the Canada Infrastructure Bank (CIB) to invest \$35 billion into large, revenue generating infrastructure projects that are in the public interest, and developed and delivered in partnership with public, private, and institutional investors.¹

Four years into its mandate, funding is being disbursed by CIB much slower than planned. As of April 22, 2021, CIB has publicly announced \$5.1 billion in investments for seventeen projects. However, finalizing contracts and the actual disbursement of money has lagged the CIB's own projections. By December 31, 2020, CIB disbursed \$1.2 billion, which falls \$2.0 to \$4.1 billion short of prior plans (62 to 77 percent).

Funding may be delayed, in part, because of policy choices. Nearly half of project submissions fall outside the mandate the Government has assigned CIB. Most often proposed projects fall out-of-mandate because they are:

- Outside one of the Government's six "priority sectors"
- Too small – CIB must invest in "large, transformative potential projects"
- Missing a private or public funding partner – CIB must "attract investment from private sector investors and institutional investors"

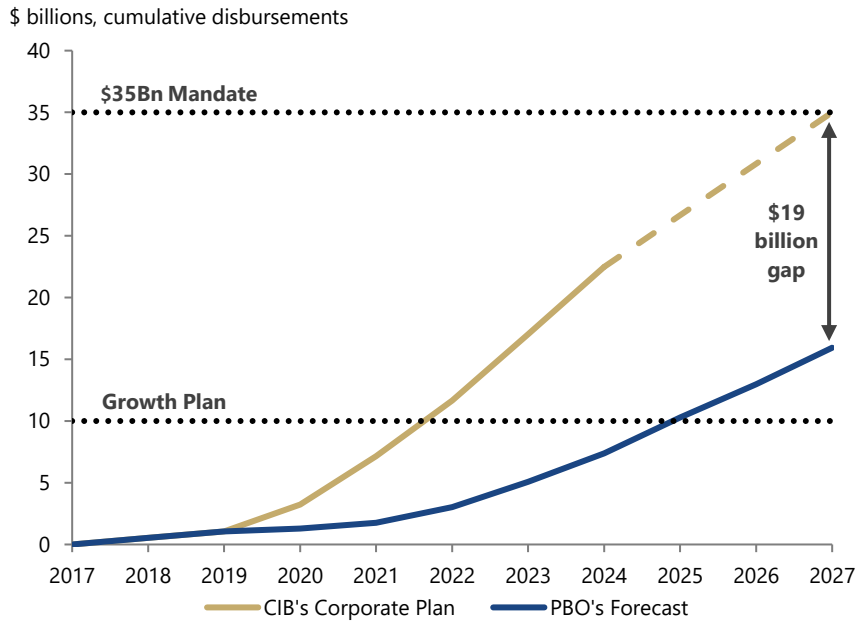
More generally, funding delays are pervasive for public-private infrastructure investors. PBO considered five comparable Canadian organizations and CIB's disbursement flows are progressing somewhat below the average rate – more slowly than Infrastructure Ontario but more quickly than PPP Canada, the organization CIB effectively replaced in 2017.

More recently, in October 2020 the Government announced a \$10 billion, three-year Growth Plan to expedite CIB investments by funding smaller-scale projects on shorter development timeframes.

Accounting for these new, less-restrictive investment criteria, PBO estimates that CIB is still unlikely to disburse \$35 billion within its 11-year mandate. PBO projects that CIB is on track to disburse roughly \$16 billion in infrastructure investments by 2027-28, an estimated \$19 billion shortfall.

Expressed differently, to disburse \$35 billion by 2027-28, CIB would require 61 per cent annual growth in disbursements.

Figure S-1 Canada Infrastructure Bank spending outlook



Sources: Parliamentary Budget Officer and Canada Infrastructure Bank

Notes: PBO forecast reflects actual data to December 31, 2020, and projections thereafter. For illustrative purposes, PBO projects forward CIB's corporate plan by extrapolating linearly.

1. Introduction

In Budget 2016 the Government announced plans to allocate \$187.8 billion in infrastructure investments from 2016-17 to 2027-28. Later titled the Investing in Canada Plan (IICP), the envelope of \$187.8 billion was comprised of \$95.6 billion in new, incremental funding and \$92.2 billion in funding from the legacy projects. The objective of the IICP was to address an infrastructure gap – the difference between perceived need in spending and actual spending.²

CIB was established under the *Canada Infrastructure Bank Act* in 2017. CIB's purpose is to invest in large, transformational and revenue generating projects that are in the public interest and developed and delivered in partnership with public, private and institutional investors.³ By design, these investments would be allocated to projects where, absent of CIB involvement, no investment would occur.⁴

The Government mandated CIB to invest \$35 billion, but provisioned up to 43% of total capital deployed, or \$15 billion, in total capital losses – via forgivable interest, loan loss provisions or other financial arrangements for which CIB's initial investments are not made whole.

The costs of this provision are a federal operating expense and are reflected in the federal budgetary balance and federal debt.

As part of the \$187.8 billion IICP, the Government mandated CIB to invest \$35 billion (from 2017-18 to 2027-28) into large, revenue generating infrastructure projects in priority areas. These priorities include public transit, green infrastructure, clean power, broadband, trade and transportation, and Indigenous communities.

This report examines the current and projected status of the Canada Infrastructure Bank's investment commitments and funding disbursements. PBO benchmarks CIB's investment activity against comparable Canadian organizations. This analysis builds upon our previous PBO blog post.⁵

2. Current status

CIB has publicly announced participation in seventeen projects and has publicly committed \$5.1 billion of capital investment for seven projects, or 15 per cent of their total capital available.^{6,7}

Announcements do not register as CIB assets until all parties have reached financial close, meaning all contractual steps have been completed. Until a project reaches financial close, there is a risk that the terms of investment may fall through or change.

Of CIB's seventeen announcements, only two projects, the Réseau Express Métropolitain (REM) and the Alberta Irrigation project have reached financial close.⁸

Table 2-1 Canada Infrastructure Bank: Project commitments

	Number of projects	CIB investment (\$ millions)
Investments	7	5,076
GO Expansion Project		2,000
Réseau Express Métropolitain*		1,280
Lake Erie Connector		655
Alberta Irrigation*		408
Montréal-Trudeau International Airport REM Station		300
Contrecoeur Port Terminal		300
Southern Manitoba Fibre		133
Memorandum stage	5	-
Advisory services	2	55
Project Acceleration	3	-
Total	17	5,131

Sources: Parliamentary Budget Officer and Canada Infrastructure Bank.⁹

Notes: CIB has announced participation in seventeen projects, including public financial commitments for seven projects. Two projects have reached financial close, indicated by (*).

Since funding cannot be disbursed by CIB until a project has reached financial close, disbursements tend to lag announcements. As of December 31, 2020, CIB had disbursed \$1.2 billion.

Based on the CIB's own projections, disbursements have fallen roughly \$2.0 to \$4.1 billion short of plans (62 to 77 per cent) as of December 31, 2020.

Table 2-2 **Cumulative gross investments**

\$ millions	2017-18	2018-19	2019-20	2020-21	2021-22
2018-19 Plan	-	450	1,380	3,840	6,675
2019-20 Plan	-	552	2,084	5,334	9,365
2020-21 Plan	-	551	1,075	3,266	7,211
Actual	-	551	1,075	1,225*	N/A

Sources: Parliamentary Budget Officer and Canada Infrastructure Bank.

Note: * Data is only available until December 31st, 2020, so the amount reported as Actual for 2020-21 reflects the first 9 months of spending in the 2020-21 fiscal year.

3. Causes of funding delays

To identify the main causes of disbursement delays, PBO requested from CIB information on the status of each of the projects reviewed by CIB since 2017-18. Overall, CIB has received 420 project proposals, committed to seventeen and finalized contracts on two.¹⁰

Roughly 45 per cent of the projects reviewed by CIB (189 projects) were deemed outside the mandate the Government set out for CIB: ineligible sector, insufficient size or lack of scalability, and a lack of private or public sponsor.¹¹

Table 3-1 Projects falling outside of CIB's mandate

<i>Share of projects considered out of mandate</i>	Frequency (%)
Ineligible sector	33%
Insufficient size and lack of scalability	19%
Lack of private or public sponsor	16%
Project risk	9%
Financial reasons	6%
Other	17%
Total	100%

Sources: Parliamentary Budget Officer and Canada Infrastructure Bank.

Notes: Project risk includes 'too early stage' and 'new technology risk'. Financial reasons include 'commercially financeable' and 'lack of repayability'.

Ineligible sector: Roughly 33 per cent of projects are considered out of mandate because they're in an ineligible sector. The Government has directed CIB to invest in priority areas. CIB's investments are restricted to:

- Public Transit
- Green infrastructure
- Trade and Transport
- Broadband
- Clean Power
- Indigenous infrastructure

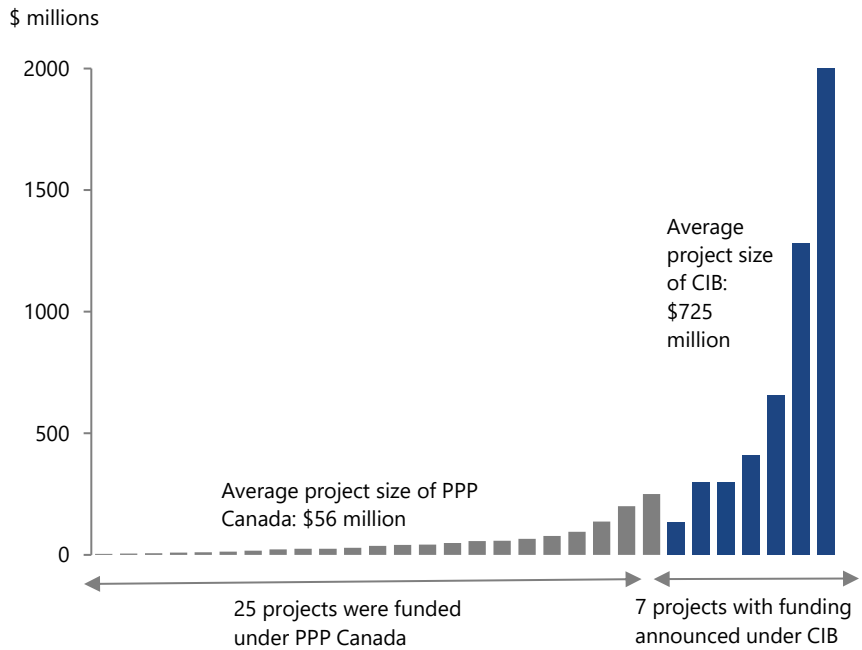
Infrastructure projects outside these themes are ineligible for CIB funding, reducing the potential number of fundable projects.

Project size: Almost 20 per cent of projects are considered out of mandate because they're too small or cannot be scaled-up. Upon creation, the Government directed the Bank to focus on "identifying a pipeline of large, transformative potential projects".¹² The focus on large projects differentiated the CIB from its precursor, PPP Canada, which was established in 2008 to

improve the delivery of public infrastructure by achieving better value, timeliness and accountability to taxpayers, through public-private partnerships.¹³

Measured by dollar value, CIB's average project is 13-times larger than those funded by PPP Canada. CIB acknowledges that larger projects can require longer development timelines. CIB has recently relaxed some criteria to expedite project approvals and has indicated that it will now fund smaller scale projects on shorter development timeframes.¹⁴

Figure 3-1 CIB has funded much larger projects than PPP Canada



Sources: Parliamentary Budget Officer, Canada Infrastructure Bank and PPP Canada.

A public-private partnership (PPP) is a specialized contractual arrangement between a public entity or authority and a private entity that is responsible for the facilitation of a public asset or a service that protects the public interest and generates private return on investment.

Finding funding partners: Roughly 16 per cent of projects are considered out of mandate because the CIB cannot identify a private or public sector partner. The CIB is mandated to invest and seek to attract investment from private sector investors and institutional investors in infrastructure in order to reduce costs to government.¹⁵ The goal of partnering with private investors is to help deliver more infrastructure than would have been possible using only government sponsors.

Based on a mix of public data and information provided by CIB on a confidential basis, CIB projects near announcement are valued at \$12.2 billion. Of this amount, CIB's contributions total \$3.9 billion (32 per cent). Public sector partner contributions are valued at \$5.8 billion (48 per cent) and the private sector funding is estimated at \$2.5 billion (20 per cent).^{16,17}

Table 3-2 Funding partners for CIB projects

\$ millions	CIB	Public	Private	Total
Réseau Express Métropolitain	1,283	5,017	-	6,300
Alberta Irrigation Project	408	408	-	815
Southern Manitoba Fibre	133	-	133	266
Lake Erie Connector	655	-	985	1,640
Montréal-Trudeau International Airport REM	300	200	100	600
Not yet announced	1,118	203	1,255	2,576
Total	3,897	5,828	2,473	12,197

Sources: Parliamentary Budget Officer and Canada Infrastructure Bank.

Notes: CIB has provided the PBO with a list of confidential projects that are currently in their pipeline of projects. The PBO has aggregated the anticipated private sector funding for these projects under "Not yet announced". As these projects have not reached financial close, the terms and expected investment commitment can change.

4. Benchmarking CIB

The prior sections of this report discuss disbursement delays relative to the CIB's own projections and plans, as well as potential delays resulting from CIB's mandate obligations.

Benchmarking against comparable organizations is another useful framework to assess structural issues contributing to delays that are pervasive to public-private infrastructure investors.¹⁸

In order to conduct benchmarking analysis, PBO collected detailed information on the following Canadian public sector organizations:

- PPP Canada (P3)
- Public Service Pension Investment Board (PSPIB)
- Canada Pension Plan Investment Board (CPPIB)
- Caisse de dépôt et placement du Québec (CDPQ)
- Infrastructure Ontario (IO)

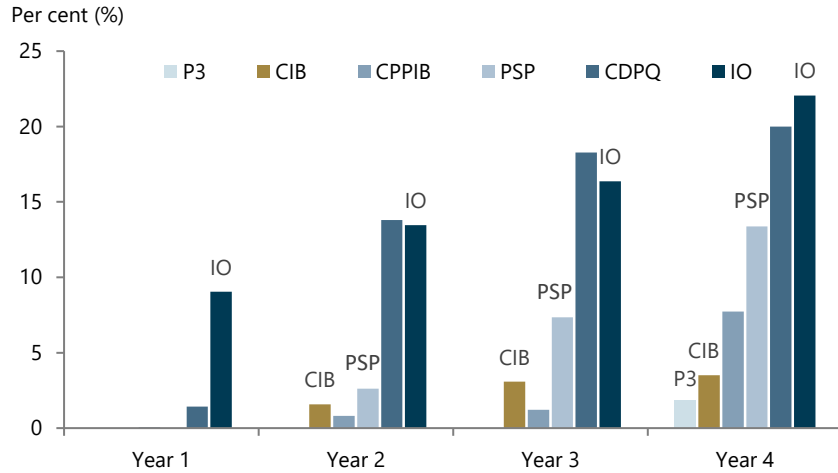
These public sector organizations were chosen from a shortlist of comparable organizations provided by CIB.¹⁹ They share the CIB's long-term investment horizon, and each have larger than a billion-dollar portfolio of infrastructure investments. Appendix B provides additional information on CIB's comparable organizations.

Roughly four years since incorporation, CIB has disbursed 4 per cent of its \$35 billion in capital. CIB's relative disbursement flows are progressing somewhat below the average rate (11 per cent) – more slowly than IO, CDPQ, PSPIB and CPPIB, but more quickly than PPP Canada, the organization CIB effectively replaced in 2017 (Figure 4-1).

Despite PPP Canada's focus toward smaller-scale projects, four years after its inception, PPP Canada had disbursed just 2 per cent of its \$1.3 billion in available capital.

PBO's benchmarking analysis suggests that disbursement delays are pervasive for public-private infrastructure partnerships. Irrespective of changes to project criteria, systemic challenges in quickly disbursing funding could be expected to continue throughout CIB's 11-year mandate.

Figure 4-1 Peer analysis: investment spending relative to available capital



Sources: Parliamentary Budget Officer, CIB Corporate Plans, PSPIB Annual Report, CPPIB Annual Report, CDPQ Annual Report, Infrastructure Ontario and Public Accounts.

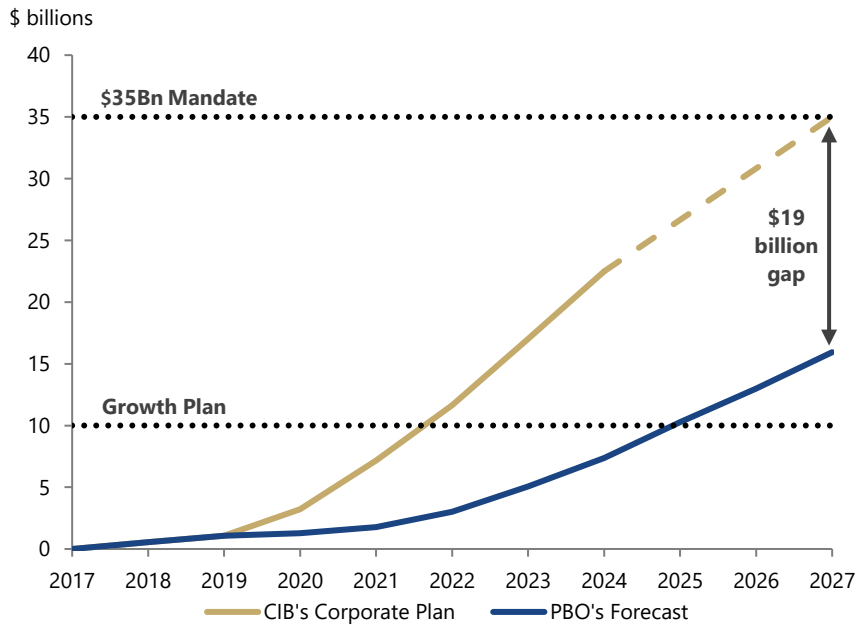
Note: When examining the first four years of each organization’s disbursements relative to their total available capital, if total available capital is undefined, PBO used the value of infrastructure investments at year fifteen or the most recent year.

5. Future outlook

Given the status of CIB’s investment activity four years into its mandate, and informed by the historical disbursement rates of comparable organizations, PBO projects that CIB is unlikely to realize its mandated objective to deliver \$35 billion on a cash basis over 11 years, that is by the end of 2027-28.²⁰

By 2027-28, PBO estimates that CIB will disburse \$15.9 billion in cumulative disbursements. This is equivalent to a cumulative spending lapse, on a cash basis, of \$19.1 billion. Appendix C details PBO’s forecasting methodology.

Figure 5-1 Canada Infrastructure Bank: 11-year spending outlook



Sources: Parliamentary Budget Officer and Canada Infrastructure Bank.

Notes: PBO’s forecast reflects actual data to December 31, 2020, and projects forward thereafter. For illustrative purposes, PBO projects forward CIB’s corporate plan by extrapolating linearly.

In addition, in October 2020 the Government announced a \$10 billion, three-year Growth Plan to expedite CIB investments by funding smaller-scale projects on shorter development timeframes. PBO projects that CIB will disburse \$3.8 billion in investments over the next three years.²¹

Table 5-1 PBO forecasts lower cumulative spending than CIB plans

\$ millions	Corporate Plan	PBO Estimates	Difference
2017-18	-	-	-
2018-19	549	549	-
2019-20	1,062	1,062	-
2020-21	3,232	1,283	(1,949)
2021-22	7,154	1,764	(5,390)
2022-23	11,645	3,019	(8,626)
2023-24	17,017	5,066	(11,952)
2024-25	22,486	7,369	(15,117)
2025-26	-	10,283	-
2026-27	-	12,991	-
2027-28	-	15,937	-

Sources: Parliamentary Budget Officer and Canada Infrastructure Bank.

Notes: Actual data is available up to 2019-20. The PBO forecasts spending from 2020-21 onwards. CIB data not available in 2025-26 and later.

In PBO's short-term forecast, disbursement delays account for the projected timing of projects reaching financial close and funding being disbursed. The COVID-19 pandemic impacted the delivery of infrastructure worldwide in the short run, causing delays in construction, renegotiation and force majeure claims.²² In the medium term, PBO expects that these factors may impact project valuations and the timing of disbursements due to declining revenues and delays in project milestones.²³ Nonetheless, confidential data provided by CIB suggests that several projects could reach financial close in the short term. This information is reflected in our projection. Over the medium term, PBO relies on the track record of similar organizations to project forward disbursement growth.

Expressed differently, CIB would need to significantly increase growth in disbursements to realize its mandated objective to deliver \$35 billion on a cash basis by the end of 2027-28.

During its first four years, CIB has increased disbursements by an average 49 per cent per year. Under PBO's baseline projection from 2021-22 to 2027-28, PBO projects that disbursements will increase by 44 per cent per year.

Table 5-2

Annual disbursement growth: Canada Infrastructure Bank

	Percent (%)
Actual (2017 to 2020)	49%
Projected (2021 to 2027)	44%
Required to meet Growth Plan	109%
Required to meet \$35 billion mandate	61%

Sources: Canada Infrastructure Bank and Parliamentary Budget Officer.

In order to fulfill the three-year, \$10 billion Growth Plan, CIB would require 109 per cent annual increases in disbursements. To disburse \$35 billion by the end of 2027-28, disbursements must grow by 61 per cent per year. Both these rates would be higher than precedents established by five comparable organizations when considering the average lifetime disbursement growth (Table 5-3).

Table 5-3

Annual disbursement growth: Comparable organizations

IO	PSPIB	CDPQ	CIB	CPPIB	P3
19%	32%	47%	49%	59%	59%

Sources: Parliamentary Budget Officer, Canada Infrastructure Bank Corporate Plans, Public Service Pension Annual Report, CPPIB Annual Report, CDPQ Annual Report, Public Accounts.

Appendix A: Defining the Public Sector

The purpose of the Canada Infrastructure Bank is “to invest, and seek to attract investment from private sector investors and institutional investors.”²⁴

PBO has classified the CIB’s public sector investment partners according to Statistics Canada’s Public Sector Universe (PSU), “the one-stop shop for the official list of all public sector entities operating in the country.”^{25,26} The *Canada Infrastructure Bank Act* does not define private sector investors nor institutional investors.

According to Statistics Canada, the public sector consists of all resident institutional units controlled by resident government units, which includes all units of the general government sector and resident government business enterprises, commonly referred to as public corporations.

All entities in the PSU are reviewed by Statistics Canada through a classification process based on the following concepts and criteria:

- Residence;
- Institutional unit test;
- Control;²⁷
- Market vs nonmarket producer (of goods and services).

Statistics Canada examines the legal authority, mandate, operating structure, financial transactions and any other special circumstances of each entity to ensure that it meets the inclusion criteria for a public sector unit. They have used such a classification process since 1969. All classification decisions are peer-reviewed, and the final list is validated by key stakeholders.

PBO has made no adjustments to classifications of institutional units within the PSU. Since the PSU is a comprehensive list of institutional units, PBO considers all organizations outside the PSU as in the private sector.

For additional detail, see Statistics Canada’s *Best practices for defining the Canadian Public Sector*.²⁸

Appendix B: Benchmarking Organizations

As explained in section 4, benchmarking is a useful framework to assess the relative speed of disbursements based on the experiences of comparable organizations. This report does not attempt to explain whether these values represent good or poor performance as a whole or whether public-private infrastructure investors are an effective tool for infrastructure investment, but rather to provide insight into CIB's performance relative to comparable organizations.

In order to establish a benchmarking framework, we collected data from five comparable organizations. This report examined the performance of the following organizations relative to CIB:

- PPP Canada (P3)
- Public Service Pension Investment Board (PSPIB)
- Canada Pension Plan Investment Board (CPPIB)
- Caisse de Dépôt et Placement du Québec (CDPQ)
- Infrastructure Ontario (IO)

When examining peer groups, there is no perfect match currently operating in Canada. These organizations were chosen due to their similar investment profiles, long-term investment horizons and fiduciary roles. Furthermore, PSPIB, CPPIB and CDPQ are used by CIB as comparable organizations to set employee compensation.

In choosing comparable organizations, the PBO established four metrics that each organization must satisfy.

- They must be public organizations.
- They must invest in long-term infrastructure projects.
- The projects invested must be large and revenue generating.
- They must work with private sector entities in their investments.

However, it is important to recognize that across these comparable organizations there exist differences in the level of government involvement, investment priorities, types of projects, and project sizes. Timing in the economic cycle can also result in variability in performance when comparing organizations. To account for some of the differences across organizations, we developed a distribution of infrastructure spending based on the relative share of spending for each organization.²⁹

For each organization, we collected data on cumulative disbursements, net operating expenses and revenues and project announcement timelines. Each of the chosen comparable organizations published publicly available data on a yearly basis since the creation of their infrastructure investment funds.³⁰ For CIB, we utilized publicly available data for benchmarking comparison.

Confidential data was utilized in PBO forecasting to project the cumulative stock of disbursements.

In order to benchmark investment spending relative to shares, PBO collected data on disbursements of projects from the statement of cash flow. Interim, non-infrastructure related investments were controlled for in order to isolate the impact of infrastructure stimulus. Therefore, short term investments such as bonds were excluded where possible.

Appendix C: Projected Spending

PBO utilized confidential data from CIB which outlined by project:

- Project stage
- Investment by investor (CIB, public, private or institutional)
- Anticipated total cost of project
- Anticipated project cash flow up for projects near approval

Project flows in the short term were estimated using the confidential data provided to the PBO. There exists limited historical data to estimate forward medium and long-term projections given that CIB is roughly 4 years into its mandate. Additionally, with the introduction of the Growth Plan in 2020, PBO expects a structural change in the approval rate and flow of smaller-scale projects.

To account for the lack of historical data, PBO utilized three models for forecasting infrastructure disbursements. The first method projected forward project flows. The PBO took the average number of projects submitted to CIB and projected this forward. From here, the PBO estimated the average number of projects under active consideration by year. To project forward future spending under CIB in the medium term, the PBO only considers projects currently under active consideration given they have a higher likelihood of reaching financial close.

Next, we estimated the average approval rate for projects, that is the percentage of projects that reach financial close. When considering only the publicly announced projects, CIB has a project approval of 1.5 per cent. This is considerably lower than comparable organizations. PPP Canada had an average project approval rate of 8 per cent. When including projects that are near approval for CIB and assuming that each project reaches financial close within the estimated timeframe, this would increase CIB's project approval rate to 17.5 per cent in 2021-22, bringing the average approval rate in the first five years to be approximately 4.4 per cent. To project an estimated project approval rate that is reflective of the structural changes in project approval from CIB, the PBO estimated the medium-term project approval rate to be the average project approval rate of its comparable organizations.

Then, to project forward the estimated total investments, the PBO took the average project size of CIB and multiplied it by the estimated number of approved projects by year. Lastly, the PBO broke down the anticipated total investments into an estimated flow of disbursements by year.

The second method projected disbursements by taking the cumulative disbursements and growing it by average annual disbursement growth observed in comparable organizations.

The PBO examined the year-on-year growth for the cumulative disbursements for PPP Canada, PSPIB, CPPIB, CDPQ and IO. When considering the comparable organizations as a whole, the year-on-year growth in the initial years is approximately 78 per cent on average. The average rate of growth declines to approximately 18 per cent as the organizations become more established and cumulative spending increases. We project forward CIB according to these averages and assume that, as CIB becomes more established, it will reach the average steady-state growth rate of comparable organizations.

The final method to project disbursements utilized confidential data provided by CIB. This method gathered the projects currently under consideration by CIB and the anticipated total cost of each project. Using this data, PBO built a model which estimated CIB's share of investment by project and the implied number of months until financial close.

Based on the stock of projects currently under consideration, we estimated the total number investments to reach financial close in each year. We estimated the rate at which new projects would be introduced and added that to the total stock of investments. Lastly, we extrapolated the flow of disbursements by year.

Given that figures are based on preliminary information and many are still in the appraisal stage, there is a high level of uncertainty with this methodology. Many of the projects and their associated costs are subject to change or may be removed from consideration.

Appendix D: Capital Losses and Operating Expenses

As of December 31, 2020, CIB has \$1.24 billion in assets. Negative revenue is recorded in 2020-21 mainly comes from an \$87.5 million provision for loss relating to the Réseau Express Métropolitain.

The Government provisioned up to \$15 billion in total capital losses – via forgivable interest, loan loss provisions or other financial arrangements for which CIB's initial investments are not made whole.³¹ Put in another way, CIB has a budgeted provision for loss of approximately 43 per cent of its mandated \$35 billion in deployable capital. Therefore, CIB is expected to earn back \$20 billion in principal and lose up to \$15 billion in capital losses over its mandate.

As of December 31, 2020, the REM and Alberta Irrigation projects have a combined lifetime expected credit loss of \$90 million. Due to the COVID-19 pandemic, there is a high likelihood that the lifetime expected credit loss will increase given construction delays. At this time, it is too early to provide a detailed analysis on loss provisions, however the PBO will continue to monitor these developments.

Table D-1

Summary financial data

\$ millions	Actual			Interim 2020-21	Planned 2021-22
	2017-18	2018-19	2019-20		
Assets	10	556	1,311	1,241	4,747
Revenue	-	2	11	-66	42
Expenses	-	11	25	53	49

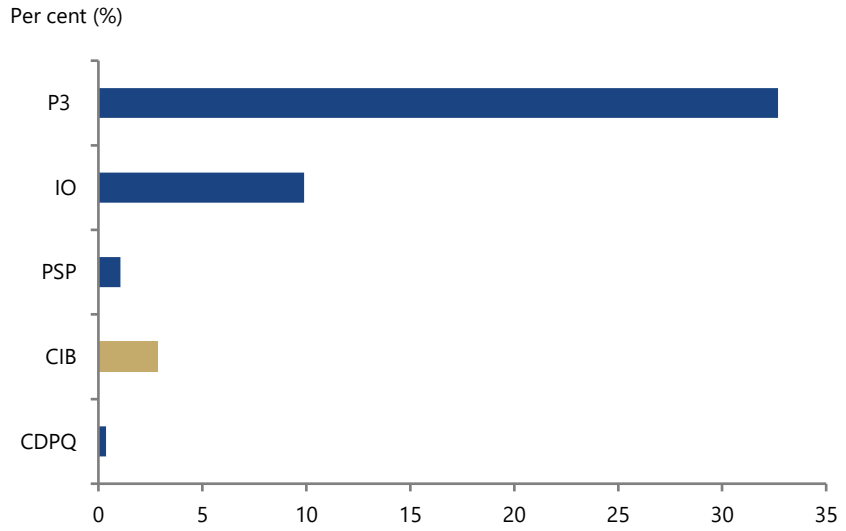
Sources: Canada Infrastructure Bank and Parliamentary Budget Officer.

Notes: Data for 2020-21 is annualized based on 9-months of interim financial results. Data for 2021-22 is based on the CIB Corporate Plan.

Figure D-1 indicates that the share of operating expenses relative to invested assets for CIB is in line with similar organizations. CIB's operating expenses is approximately 4 per cent of its share of invested assets.

Figure D-1

CIB’s operating expenses as a share of invested assets is on the lower end of its comparable organizations



Sources: Parliamentary Budget Officer, Canada Infrastructure Bank, Statistics Canada.

Note: When comparing CIB against similar organizations, their operating expenses as a share of invested assets is currently in line with other organizations.

Notes

1. [C-6.18.pdf \(justice.gc.ca\)](#)
2. The PBO has published five reports examining the overall spending envelope under the Investing in Canada Plan. The most recent report can be found here: [Update on the Investing in Canada Plan \(pbo-dpb.gc.ca\)](#)
3. <https://www.laws-lois.justice.gc.ca/PDF/C-6.18.pdf>
4. As a result, the Government provisioned up to \$15 billion in total capital losses – via forgivable interest, loan loss provisions or other financial arrangements for which the CIB’s initial investments are not made whole. [Canada Infrastructure Bank, Annual Report 2018/19 \(cib-bic.ca\)](#)
5. <https://www.pbo-dpb.gc.ca/en/blog/news/BLOG-2021-015--canada-infrastructure-bank--banque-infrastructure-canada>
6. City of Richmond Lulu Island Energy Co. Project (BC), Taltson Hydroelectricity Expansion Project (NWT) , Calgary-Banff Rail Project (AB), Kivalliq Hydro-Fibre Link (NU), GO Expansion Project (ON) , VIA Rail’s High Frequency Rail Project (QC/ON), Montréal Port Contrecoeur Expansion Project (QC), Réseau express métropolitain (QC), Pirate Harbour Wind Farm (NS), Alberta Irrigation (AB), Oneida Energy Storage (ON), Highway 697 Toll Bridge (AB), New Westminster Rail Bridge (BC), Southern Manitoba Fibre (MB), Montréal-Trudeau International Airport REM Station (QC) and Lake Erie Connector (ON).
7. Announcements up to April 22, 2021.
8. The investors for the REM project consist of Canada Infrastructure Bank, Government of Quebec, Caisse de dépôt et placement du Québec, Province of Quebec and the Autorité régionale de transport métropolitain. The investors under the Alberta Irrigation project consist of the Government of Alberta, the Irrigation Districts and the Canada Infrastructure Bank and the investors under the Southern Manitoba Fibre are Canada Infrastructure Bank and DIF Capital partners. The investors for the Lake Erie Connector are Canada Infrastructure Bank and ITC Investment Holdings. The Réseau express métropolitain at the Montréal-Trudeau International Airport consists of Transport Canada, the Government of Quebec, Canada Infrastructure Bank and Aéroports de Montréal as the investors.
9. [CIB-corporate-plan-summary-2020-21-to-2024-25-.pdf \(cib-bic.ca\)](#)
10. The definition of project proposals is consistent with “New infrastructure projects assessed in 2019-20” from CIB’s Annual Report 2019-20, page 4.
11. Policy filters which include ineligible sector made up 33 per cent of all projects rejected. Insufficient size, lack of scalability and Brownfield projects, which also fall under policy filters, made up the other 21 per cent of rejected projects.
12. <https://www.infrastructure.gc.ca/CIB-BIC/annex-annexe-eng.html#annexA>

13. <https://www.infrastructure.gc.ca/pub/other-autre/annual-report-rapport-annuel-eng.html#:~:text=PPP%20Canada%20was%20created%20in.%2C%20to%20ong%2Dterm%20maintenance>.
14. <https://www.ourcommons.ca/DocumentViewer/en/43-2/TRAN/meeting-22/evidence>
15. [CIB-corporate-plan-summary-2020-21-to-2024-25-.pdf \(cib-bic.ca\)](#)
16. In a March 2021 blog post, PBO concluded that “CIB’s two current projects are exclusively funded by federal, provincial, and municipal levels of government.” The data in that report was based on CIB’s public disclosures and data provided by CIB as part of an information request made in March 2021.

Since that publication, CIB has announced three new projects which include an estimated \$1.2 billion of private sector funding. Furthermore, CIB subsequently provided PBO with confidential data on projects not yet announced and a breakdown of their private and public funding sources.
17. As these projects have not reached financial close, it is possible that these projects will not be realized or may be realized under different investment terms.
18. It should be noted that this report does not attempt to explain whether these values represent good or poor performance as a whole or whether public-private infrastructure investors are an effective tool for infrastructure investment, but rather to inform analysis of CIB’s past and future investment trends relative to comparable organizations.
19. CIB uses these organizations, among others, for the purposes of staff compensation benchmarking.
20. [Infrastructure Canada - Investing in Canada: Canada's Long-Term Infrastructure Plan](#)
21. More feasibly, CIB could commit \$10 billion in funding over three years. However, investment commitments are highly complex and variable. Until a project reaches financial close, there is a risk that the terms of investment may fall through or change. Hence, commitments will not register as CIB investment assets on the balance sheet until disbursements are made.
22. [World Bank](#)
23. The Government provisioned up to \$15 billion in total capital losses – via forgivable interest, loan loss provisions or other financial arrangements for which CIB’s initial investments are not made whole. Q3 reports from CIB indicate a \$87.5 million provision for loss relating to REM. Increasing losses due to ridership delays could result in future revisions.
24. <https://www.laws-lois.justice.gc.ca/PDF/C-6.18.pdf>. +
25. <https://www150.statcan.gc.ca/n1/pub/68-516-x/68-516-x2016001-eng.htm>
26. <https://www150.statcan.gc.ca/n1/daily-quotidien/201118/dq201118d-eng.htm>
27. Control of corporations is defined as the ability to determine the general corporate policy of the corporation, according to eight indicators of control. See: International Monetary Fund, *Government Finance Statistics Manual*

2014, p. 29.

<https://www.imf.org/external/Pubs/FT/GFS/Manual/2014/gfsfinal.pdf>.

28. <https://www150.statcan.gc.ca/n1/pub/13-604-m/13-604-m2020001-eng.htm>.
29. We report cumulative investments as a share of budgets, or long-term cumulative investments where budgets were unavailable.
30. [Infrastructure Ontario](#), [Caisse de dépôt et placement du Québec](#), [Canada Infrastructure Bank](#), [CPP Investments](#), [PSP Investments](#), Public Accounts data was utilized for PPP Canada.
31. [Canada Infrastructure Bank, Annual Report 2018/19 \(cib-bic.ca\)](#)