



Infrastructure  
Canada

# Infrastructure Canada

2022–23

## **Departmental Plan**

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The Honourable Dominic LeBlanc  
Minister of Intergovernmental Affairs,  
Infrastructure and Communities

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The Honourable Ahmed Hussen  
Minister of Housing and Diversity  
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This publication is available upon request in accessible formats.

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## **From the Ministers**

We are pleased to present Infrastructure Canada’s Departmental Plan for 2022-23. This plan outlines the Department’s commitment to invest in infrastructure that helps build strong communities, fight climate change and grow the economy. Working closely with provincial, territorial, municipal and Indigenous partners, Infrastructure Canada will continue to deliver results that improve the quality of life for all Canadians.

The COVID-19 pandemic has highlighted the importance of ensuring all communities have access to the infrastructure people need. As we work toward economic recovery and begin to build back better, infrastructure investments will create good jobs, protect the health and well-being of Canadians, reduce emissions, and make our economy more sustainable.

Infrastructure Canada will go further to build resiliency through the infrastructure elements of Canada’s first National Adaptation Strategy, including by creating open-access climate toolkits and supporting projects that contribute to achieving net-zero emissions.

As Canadian communities face increasing risks of natural disasters as a result of climate change, we must continue to mitigate their impacts and invest in climate-resilient infrastructure. Advancing our work through the Disaster Mitigation and Adaptation Fund will help keep Canadians safe and make sure communities are able to withstand damage caused by climate change and extreme weather.

Ongoing investment in green and inclusive community buildings, clean power and sustainable water and wastewater solutions is key to protecting the environment. As we move towards a net-zero, low-carbon, and resilient future, this will help us cut pollution and build a cleaner future for everyone. As well, through the Natural Infrastructure Fund, we will invest in projects to protect the natural environment, increase access to green spaces that promotes recreation and social connection, and foster healthy communities.

The COVID-19 pandemic has underscored the importance of ensuring safe access to community spaces. Across the country, the COVID-19 Resilience Infrastructure stream is supporting upgrades to ventilation systems in public buildings, and, starting this year, will invest an additional \$70 million to support projects in our hospitals, libraries, and other community buildings. Likewise, funding through the Canada Healthy Communities Initiative is helping communities adapt local public infrastructure so Canadians have access to public spaces that allow them to connect with each other, and stay active.

As we create and strengthen public infrastructure, we must consider the infrastructure that meets a variety of community needs. Ensuring services, supports and housing to prevent and reduce homelessness will help foster more inclusion in Canadian communities. Under Reaching Home: Canada’s Homelessness Strategy, Infrastructure Canada will play a leadership role setting national policy objectives and bringing together various players for a collaborative approach to preventing and reducing homelessness in Canada.

Reliable and accessible public transit gives people easier, faster, and cleaner ways to get where they need to go. By investing in public transit, we're keeping our air clean and creating good, middle class jobs across the country. With a permanent transit fund, more communities will be able to build the transit they need now, and help them plan ahead to create sustainable and liveable communities. Through the three dedicated transit streams—the Zero Emission Transit Fund, Active Transportation Fund, and Rural Transit Solutions Fund—we are supporting cleaner public transit systems, active lifestyles, and transit solutions tailored to the needs of rural and remote communities.

In collaboration with other federal departments, provinces, territories, municipalities, Indigenous communities and other stakeholders, we remain focused on our shared priorities, including increasing economic growth, supporting climate resilience, advancing reconciliation, reducing emissions, and improving the quality of life for Canadians. Advancing work on Canada's first National Infrastructure Assessment will be an important tool to identify Canada's long-term infrastructure needs and priorities, and ensure our investments support a strong, inclusive, and green economic recovery.

Through its major bridge projects, Infrastructure Canada continues to support economic growth by ensuring the efficient flow of people and goods alongside portfolio organizations and the private sector. Developing and managing relationships with the private sector will allow us to continue leveraging alternative financing options when delivering public infrastructure projects. Private Public Partnerships and alternative finance models will continue to be an important focus as we explore how to achieve better returns on infrastructure investments for Canadians.

When we invest in infrastructure, we are creating strong and resilient communities, driving economic growth, and helping to make life better for all Canadians. We encourage you to review this Departmental Plan to learn more about how we will deliver for Canadians in 2022-23.



The Honourable Dominic LeBlanc  
Minister of Intergovernmental Affairs,  
Infrastructure and Communities



The Honourable Ahmed Hussen  
Minister of Housing and Diversity  
and Inclusion

## **Plans at a glance**

As we finish the fight against COVID-19, Canadians have given the government clear direction to take bold, concrete action to build a healthier, more resilient future. To this end, Infrastructure Canada will continue to work with all orders of government, Indigenous communities and other partners to enable investments in public transit, social, green and other core public infrastructure. Our goal is to achieve meaningful results that will improve Canadians' quality of life and support a cleaner and healthier environment for communities, becoming more inclusive, accessible and sustainable while also supporting the economy and creating jobs. We will do this with transparency, to promote accountability and provide information to Canadians on what we are doing. Our focus includes:

### **Mitigating impacts of natural disasters and investing in climate-ready infrastructure for Canadians to be able to adapt and build resilience to climate change**

Infrastructure Canada will continue to deliver climate-ready, resilient infrastructure and mitigate disasters through new programs such as the Natural Infrastructure Fund (NIF). It will also continue to deliver programs, such as the Disaster Mitigation and Adaptation Fund (DMAF), the Investing in Canada Infrastructure Program (ICIP), and the Canada Community-Building Fund (CCBF).

The NIF will support the implementation of climate-ready and cost-effective natural infrastructure solutions, contextually designed and responsive to a changing climate. NIF will increase climate resilience across the country by supporting the structural integrity of infrastructure and the long-term protection of vital community functions.

Continuing to improve the resilience of infrastructure to climate change, the DMAF supports projects designed to mitigate and adapt to current and future climate-related risks and disasters triggered by natural hazards, such as floods, wildland fires, droughts and seismic events. The COVID-19 Resilience Infrastructure Stream and the \$9.2-billion Green Infrastructure Stream, as part of the ICIP, also support disaster mitigation and adaptation projects, with the latter created to support provinces and territories through projects that build structural and natural capacity that is allowing them to adapt to climate change, natural disasters, and extreme weather events.

Infrastructure Canada also continues to support communities through the CCBF (formerly known as the Gas Tax Fund), which provides permanent funding to provinces and territories to support municipalities in local infrastructure priorities including disaster mitigation.

In addition, the Department will deliver several initiatives to build climate-resilient infrastructure. For example, Infrastructure Canada is supporting the development of evergreen Climate Toolkits, which are tailored packages of climate-related resources intended to help infrastructure owners and investors develop projects that ensure Canada is on the path to a net-zero emissions and resilient future. This includes mitigating greenhouse gas (GHG) emissions with the help of calculation guidelines and building resilience while incorporating low-carbon technologies, decision-makers, practitioners and citizens. At the same time, the Department will continue to use the Climate Lens assessment tool, which promotes the consideration of climate risks and GHG emissions in the design and planning process of new infrastructure for applicable projects under the ICIP and the DMAF. Infrastructure Canada will continue its work to increase the awareness and uptake of climate considerations of projects across all communities in Canada.

When it comes to collaborating on resilient infrastructure, Infrastructure Canada is contributing to a National Adaptation Strategy (NAS), which is developing a shared vision for climate resilience in Canada by the end of 2022 and will include clear targets and indicators to assess collective progress on adaptation. Infrastructure Canada's work will focus on resilient natural and built infrastructure. Additionally, the Department will work with the National Research Council (NRC) to create a Climate Resilient Built Environment (CRBE) strategy. Together, they will help disseminate tools, guidance and knowledge across Canada, and collaborate with internal organizations to develop international standards. Their collaboration will focus on public transit, nature-based solutions for flood mitigation, buildings, roads, water/wastewater, bridges, urban heat islanding, and guidance for northern, remote and Indigenous communities. As a part of this effort, the Department will also support the creation of performance-based guidelines for net-zero carbon construction that will be applied to federally-funded buildings and infrastructure (e.g., roads and bridges) and will support the NRC in developing more stringent building energy and carbon codes.

### **Supporting communities in their efforts to prevent and reduce homelessness, leading to sustainable and inclusive communities**

Through Reaching Home: Canada's Homelessness Strategy (Reaching Home), the Department will work with communities to support efforts that reduce and prevent homelessness among Canadians.

Budget 2021 outlined how communities and service providers would receive incremental funding through grants and contributions to support services targeted at individuals and families who are experiencing homelessness or are at risk of homelessness in urban centres, rural communities, the territories and Indigenous communities across Canada. Beginning in 2022-23, incremental funding provided through Budget 2021 to Reaching Home over two years will help

provide additional support. This funding will also support communities as they shift to more stable longer-term housing approaches and solutions, laying the groundwork for longer-term efforts to eliminate chronic homelessness.

Additionally, Reaching Home will continue to support organizations in their work to prevent and reduce Indigenous homelessness. The Department will work with partners to identify investment priorities that meet the needs of First Nations, Inuit, and Métis individuals. Further, the Department will continue to address the needs of veterans experiencing homelessness.

Reaching Home will also continue to work with communities to make effective use of local data and to improve community-wide outcomes. Additional funding and flexibility will help to support implementation and development of coordinated access, and enable greater training and technical assistance to be delivered nationally. Designated communities have begun reporting on progress made in preventing and reducing homelessness through the Community Homelessness Report (CHR). In the 2022-23 fiscal year, work will be underway to analyze the results of the CHRs to assess progress on the program's targets to implement coordinated access.

**Continuing to help communities adapt local public infrastructure and allow residents to safely conduct social, economic and cultural activities by implementing solutions and improving ventilation in a wide range of public buildings**

As announced in the 2021 Fall Economic Statement, a temporary COVID-19 Resilience stream under ICIP with over \$3 billion available in existing funding, was created to provide provinces and territories with added flexibility to fund quick-start, short-term projects that might not otherwise be eligible under the existing funding streams. Funding under this stream includes a federal contribution of up to 80% of the cost of projects for provinces, and municipalities and not-for-profit organizations in provinces; as well as up to 100% for territories, and municipalities and not-for-profit organizations in the territories, and for Indigenous recipients in both provinces and territories.

In April 2021, \$120 million was provided to the provincial and territorial agreements of the ICIP to support ventilation improvement projects in public buildings. This money supports provincial, territorial, municipal, regional governments and Indigenous organizations to fund projects whose primary purpose is to increase outdoor air intake and/or increase air cleaning in order to help reduce the transmission of the virus that causes COVID-19. On top of this, as announced in the Economic and Fiscal Update 2021, the government proposed new measures to see Canadians through the pandemic and to promote a robust and resilient recovery. As such, one of those measures includes a top-up of \$70 million in incremental funding to support ventilation projects in public and community buildings like hospitals, libraries, and community centres.



Over the last two years, the Canada Healthy Communities Initiative (CHCI) provided up to \$31 million in existing federal funding to help communities establish digital solutions, improve mobility, and adapt and create public spaces and local services in a way that meets people's needs both during and following the COVID-19 pandemic. In 2022-23, to further serve communities most impacted by the pandemic, the Government of Canada is also investing \$30 million in new contribution funding to extend the CHCI over three years.

**Partnering with all orders of government, Indigenous communities, transit agencies, government departments and other stakeholders to design the permanent public transit fund and support the switch to zero-emission transit options to ensure accessibility and sustainable mobility of future cities and rural areas while reducing pollution and promoting jobs and services and; advancing intergovernmental coordination and agreements through our Investing in Canada Infrastructure Program and legacy programming.**

Canadian cities have grown at a rapid rate which has led to more traffic congestion and long commutes that make it harder for people to get to work and for families to spend time together. Infrastructure Canada will continue to implement the Permanent Public Transit Program (PPTP), providing federal funding support to projects in order to deliver: expanded urban transit networks through implementation of large, shovel-ready transit projects; affordable, zero-emissions transit options; transit solutions for rural communities and; new and expanded active transportation options.

The PPTP will ramp up to \$3 billion per year, starting in 2026-27, to support public transit systems and active transportation networks, create jobs, and make communities more accessible and liveable to all. Transit investments have the potential to support the supply and diversity of housing options for Canadians, thereby building sustainable, transit-oriented communities. As such, in 2022-23, INFC will also strategically align its framework for infrastructure spending, laying down the foundation to enable transit investments to advance federal objectives related to housing and homelessness, as well as climate change. The Department will also engage with key transit stakeholders including provincial, territorial, and municipal partners, as well as Indigenous communities to inform the design and delivery of permanent public transit funding. INFC will launch the engagement process in spring 2022. This collaboration with stakeholders will lead to the development of transit solutions across Canada, which will allow for easier travel to get to work, school, appointments and visit loved ones.

Additionally, Infrastructure Canada will continue to support provinces and territories through the \$21.1 billion Public Transit Stream of the ICIP, which invests in the construction, expansion, and improvement of public transit infrastructure, for projects that improve the capacity of public transit infrastructure, improve the quality or safety of existing or future transit systems, and improve access to public transit systems. Furthermore, the COVID-19 Resilience Infrastructure

stream provides funding that could include improvements to pathways and active transportation. At the same time, the CCBF will continue to offer communities predictable, flexible funding to make strategic investments across 19 different project categories, including public transit.

Infrastructure Canada has signed long-term Integrated Bilateral Agreements (IBAs) with all provincial and territorial partners to make unprecedented investments through the ICIP. This includes investments in public transit, green infrastructure, recreational, cultural, and community infrastructure, rural and northern communities as well as COVID-19 resilience investments. The Climate Lens and Community Employment Benefits encourage provinces and territories to consider the impacts of climate change and opportunities for inclusive job creation in the early stages of project planning. Projects over a certain threshold are required to report on Community Employment Benefits (CEB) under ICIP, GICB, SCC, DMAF and NIF. We will also continue to work with provinces and territories by providing advice, guidance, intelligence and expertise to assist in the development of their public-private partnerships (PPP) projects including management of the P3 Canada Fund.

In addition, Infrastructure Canada will continue to deliver its suite of legacy programs by working with partners, including other orders of government, to deliver a wide range of infrastructure investments that support economic growth, a clean environment and stronger communities. Legacy programs were created and in operation before the Investing in Canada plan was launched.

**Protecting our environment by investing in natural infrastructure, green and inclusive community buildings, clean power, and sustainable water and wastewater to improve Canadians' quality of life and drive towards a net-zero carbon, climate resilient future**

The recently announced NIF and continued investment in the Green and Inclusive Community Buildings (GICB) program are essential to the Department's environmental protection efforts. The NIF will invest in building natural infrastructure to increase the availability of natural carbon capture and sink services that will directly reduce emissions and enhance the resilience and conservation of ecosystems. The GICB program will continue to support lower carbon, more resilient, and higher performing publicly accessible buildings – particularly in areas with populations experiencing higher needs – by reducing GHG emissions, increasing energy efficiency, and encouraging new builds to net-zero standards. In addition, Infrastructure Canada, in collaboration with the Minister of Natural Resources and the Minister of Public Services and Procurement, will introduce a new Buy Clean Strategy to support the use of made-in-Canada low-carbon products in Canadian infrastructure projects.

The Department will also help to bridge short-term economic gaps in order to accelerate the transition from coal to clean power by advancing alternative finance solutions. This includes working with and supporting the Canada Infrastructure Bank which has already made signature investments in public transit, green and clean power projects, strategic infrastructure, as well as promoting clean infrastructure and local economic vitality.

**Advancing work on a National Infrastructure Assessment to identify Canada's infrastructure needs and priorities, linking public investments with policy outcomes, and planning for a future that is green, inclusive and prosperous**

The Department aims to promote innovation in infrastructure through research, experimentation and technological adoption ensuring integration between economic, social and natural infrastructure while promoting vibrant cities and communities across Canada. Its work on a National Infrastructure Assessment (NIA) will provide an evidence-based picture of Canada's long-term infrastructure needs and priorities to help guide future investment decisions, including the best ways to fund and finance infrastructure. Significant general public input was received in 2021 with written submissions from more than 300 organizations and individuals. This input signaled a strong interest in moving forward with the Assessment, with advice rooted in evidence and developed openly and transparently.

**Supporting and managing the delivery of major bridge projects to promote economic growth and the efficient flow of people and goods while ensuring effective governance and stewardship of portfolio organizations, as well as internal teams, which work to manage these important projects**

The Government of Canada continues to fund the construction of major federal bridges in order to promote economic growth, provide value for money for Canadians as well as foster safety, sustainable development and urban integration. Investments include the Gordie Howe International Bridge (GHIB), Samuel de Champlain Bridge Corridor Project, and Quebec Bridge.

Infrastructure Canada continues to act as a liaison between the Government and the Windsor Detroit Bridge Authority – a Crown corporation established to support the oversight of the GHIB project as it completes construction and prepares for the operations phase.

The Department also performs an oversight role as the overall project lead for the Samuel De Champlain Bridge Corridor project. Infrastructure Canada will continue to work in close collaboration with Public Works and Procurement Canada as contracting lead, and Justice Canada, which is providing legal support.

Finally, the Quebec Bridge file remains a priority for the Government of Canada given the strategic, economic and heritage importance of its restoration. The Department will work in close collaboration with Transport Canada to complete negotiations to repatriate and rehabilitate the Quebec Bridge, with the contribution of the Canadian National Railway Company and the Government of Quebec.

**Promote the use of alternative approaches to financing and delivering public infrastructure, which includes supporting Canada’s international and domestic focus on Private-Public-Partnership models**

Alternative methods of financing public infrastructure are vital to addressing Canada’s current and emerging infrastructure needs, as well as supporting its economic recovery from the Covid-19 pandemic. To this end, the Department is working with the Canada Infrastructure Bank (CIB) and supporting the delivery of alternative finance in practice.

The Department will continue to build capacity and knowledge that will encourage infrastructure investment by developing a deeper understanding of the strategies and needs of private and institutional investors to leverage capital and innovation. Infrastructure Canada continues to build capacity and knowledge around the financial circumstances of provinces and municipalities in order to better leverage alternative financing models.

For more information on Infrastructure Canada’s plans, see the “Core responsibilities: planned results and resources” section of this plan.

## **Core responsibilities: planned results and resources**

### **Core Responsibility 1: <sup>1</sup>Public Infrastructure, and Communities**

#### **Description**

Infrastructure Canada sets policies for public infrastructure and that targets the needs of Canadians and stakeholders (public/private partners) while considering finite resources. Policies are set through strategies, plans, and consideration of alternative financing models, funding programs, and eligibility requirements. Outcomes are monitored to inform future decision-making. Policy solutions determine how the federal government supports public infrastructure development, bridges, public transit, clean water and wastewater and disaster mitigation, among other areas, which have impacts on Canadians' quality of life.

#### **Planning highlights**

#### **Result 1.1: Infrastructure and communities policies are evidence-based**

In support of the above result, Infrastructure Canada will:

- provide evidence and tools to support the development of evidence-based infrastructure policies.
- work to launch the NIA in 2022-23, targeting a publication of the final advice and recommendations by 2024-25.
- work to mitigate the impacts of natural disasters and invest in climate-ready infrastructure using evidence informed by current environmental science, ongoing research, and close collaboration with key partners.
- fund NIF projects of diverse sizes and support communities and municipalities to implement natural or hybrid infrastructure projects that deliver multiple co-benefits, such as climate change resilience, reduced pollution, enhanced biodiversity and habitats, as well as increasing jobs and economic growth, carbon sequestration, and access to nature. Projects will be assessed on their ability to demonstrate, with evidence, how community co-benefits will be delivered.
- advance transit knowledge, research base and analytical tools that inform transit policy and support current and future transit programming.

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<sup>1</sup> In the third quarter of fiscal year 2021-2022, the Rural Economic Development Policy function moved from Infrastructure Canada to Innovation, Science and Economic Development Canada. As such, all reference to "Rural Economic Development" has been removed from the Departmental Plan.

- serve as a policy centre of expertise for the Government of Canada as it conducts research and analysis of trends and innovations in project finance and alternative partnerships models -- both domestically and internationally. This will include the provision of advice, guidance, intelligence and expertise to assist partners in the development of their public-private partnership (PPP) projects -- including management of the P3 Canada Fund. The Department will also provide analysis and advice in support of better utilization of alternative finance in Canada by provinces, municipalities as well as private and institutional investors.
- Infrastructure Canada will provide strategic advice on the effective management of P3 contracts for two major federal bridge projects -- the Samuel De Champlain Bridge Corridor and the Gordie Howe International Bridge -- including matters related to construction, operations, engagement, international advocacy and commercial oversight. It will ensure secretariat support and governance for the two major bridge Crown corporations in the Department's portfolio, the Jacques Cartier and Champlain Bridges Incorporated (JCCBI) and the Windsor-Detroit Bridge Authority (WDBA).

## **Result 1.2: Infrastructure improves the quality of life for all Canadians**

In support of the above result, Infrastructure Canada will undertake the following:

- Research, data and economic analysis will help decision-makers prioritize infrastructure investments that have the largest positive impact on Canadians' quality of life.
- Activities seeking to achieve the priority titled, "Mitigating impacts of natural disasters and investing in climate-ready infrastructure for Canadians to be able to adapt and build resilience to climate change" as well as the priority titled, "Protecting our environment by investing in natural infrastructure, green and inclusive community buildings, clean power, and sustainable water and wastewater to improve the quality of life of Canadians and drive towards a net-zero carbon, climate resilient future", all ensure that Canada's built infrastructure continues to uphold its service standard to Canadians even during times of extreme natural events. It will also ensure that environmental indicators are also considered more fulsomely in relation to the economic indicators during decision making.
- Provide evidence-based policy leadership to help Canadian communities and municipalities implement accessibility strategies and agendas through infrastructure projects, thereby helping them achieve the goal of socio-economic inclusiveness for all Canadians.
- Conduct research and analysis to identify transit needs and linked transportation and housing considerations that will inform how policy and programming can improve Canadians' quality of life in communities of all sizes.

- Harness the capacity of the private sector to make efficient use of financial resources and bring commercial discipline to the planning and design of public infrastructure.
- Maintain effective stewardship over the construction, operations, and maintenance of major federal bridge infrastructure to foster economic development, improve efficiency in traffic flow and support international trade to improve Canadians' quality of life.

### Planned results for Core Responsibility 1: Public Infrastructure and Communities

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result <sup>2</sup>
1.1 Infrastructure and communities	1.1.1: Percentage of assessments that find Infrastructure Canada's policies assist in the development of effective programs and federal initiatives	100%	March 31, 2022	Not applicable <sup>1</sup>	Not applicable	Not applicable
	1.1.2: Percentage of management action plan (MAP) items implemented as planned	100%	March 31, 2022	Not applicable	Not applicable	Not applicable
1.2: Infrastructure improves the 'quality of life' for all Canadians	1.2.1: Change in real Gross Domestic Product attributable to federal investments in infrastructure	\$45.9B	March 31, 2022	\$45.0B	\$48.1B	\$46.3 billion
	1.2.2: Change in the remaining useful life of infrastructure assets	Greater than 50%	March 31, 2022	56.6%	56.1%	55.8%
	1.2.3 GHG emissions per capita in current year less 0.0000085 megatons (2005 reference year)	Greater than 0 MT	March 31, 2022	Not applicable	Not applicable	Not applicable
	1.2.4: Remaining useful life of public infrastructure assets particularly relevant to vulnerable populations: public transit, and recreational and sports facilities	Greater than 50%	March 31, 2022	Not applicable	Not applicable	Not applicable

Financial, human resources and performance information for Infrastructure Canada's program inventory is available in the [GC InfoBase](#).<sup>i</sup>

<sup>2</sup> As a result of INFC revamping its Departmental Results Framework (DRF) for the 2021-22 fiscal year, retrospective data pertaining to previous DRF indicators cannot be integrated into the new framework, meaning that "Actual Results" were "Not applicable" for the 2020-21 fiscal year.

### Planned budgetary financial resources for Public Infrastructure and Communities Policy

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
56,104,481	56,104,481	54,546,111	51,044,579

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

### Planned human resources for Public Infrastructure and Communities Policy

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
299	290	267

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



## **Core Responsibility 2: Public Infrastructure and Communities Investments**

### **Description**

Infrastructure Canada identifies investment opportunities across a range of funding mechanisms aimed to maximize value-for-money as the Government of Canada directs investment into infrastructure.

- Allocation-based programs (ICIP, Public Transit Infrastructure Fund, Gas Tax Fund, etc.) offer funding for projects that balance both national priorities with local needs of provinces and territories.
- Merit-based programs (DMAF, Smart Cities Challenge (SCC), etc.) award funding to projects that are selected through an application process.
- Alternative financing arrangements (P3, Crown corporations, etc.) identify projects that are delivered in partnership with either private sector or non-government organization and Infrastructure Canada or Crown corporations under the Minister of Infrastructure and Communities.

### **Planning highlights**

#### **Result 2.1: Investments in public infrastructure meet national interests and community needs**

In support of the above result, Infrastructure Canada will undertake the following:

- The ICIP will promote strong collaboration between all orders of government by advancing outcomes in a manner that is flexible and responsive to unique local, provincial and territorial circumstances, and supporting local and regional decision-making in the realm of public infrastructure. The program is designed to support both medium- and large-scale infrastructure priorities, as well as small rural and northern communities-based projects.
- Infrastructure Canada's suite of ongoing legacy programs will continue to contribute to national priorities such as supporting economic growth, a clean environment and stronger communities through investments that include highways and roads, water, wastewater, public transit, and green energy projects.
- The CCBF will continue to provide municipalities with predictable, long-term funding that enables the construction and rehabilitation of core public infrastructure. Municipalities are using this stable, predictable source of funding to build and improve infrastructure that supports productivity, economic growth, and the environment, in order to build stronger cities and communities.

- The PPTP will continue to contribute to national priorities such as the move towards a growing and carbon-neutral economy, and supports community needs such as ability to access jobs, services, active transportation, and public transportation. Other transit related funds include the following:
  - The ZETF is investing \$2.75 billion over five years, starting in 2021, to support the electrification of public transit and school bus fleets, including the purchase of 5,000 zero emission buses, and building supporting infrastructure.
  - The ATF will make available \$400 million over five years to help build new and expanded networks of pathways, bike lanes, trails and pedestrian bridges, as well as support Active Transportation planning and stakeholder engagement activities.
  - The RTSF will deliver \$250 million over 5 years, beginning in 2021, to support the development of locally-driven transit solutions for rural communities.
- Through the \$3.4B DMAF, Infrastructure Canada will continue to contribute to national priorities to help build resilient communities through investments in disaster mitigation and adaptation. These investments will ensure Canadian communities mitigate and adapt to impacts of natural disaster triggered by climate change, and will building infrastructure that improves Canadians' quality of life.
- The GICB Program supports the national priorities of advancing the Strengthened Climate Plan, a healthy environment and a healthy economy. It will support communities in making green and accessible retrofits, repairs or upgrades of existing public community buildings, and in the construction of new publicly accessible community buildings that serve high-needs, underserved communities across Canada.
- The NIF will invest in the delivery of real actions to address climate change across Canada. The program will support diverse organizations to build resilient and healthy communities through the implementation and installation of natural infrastructure and other natural assets. The program promotes local actions confronting climate change risks while simultaneously reducing the driver of climate change through the creation of natural carbon sinks.
- The CHCI supports Canada's recovery from the pandemic and supports communities in dealing with the immediate and ongoing challenges posed by COVID-19. It will continue to contribute to adapting community spaces so Canadians can safely and easily engage in public activities, access local services and move around in their communities.
- The SCC continues to support communities in implementing innovative projects to improve the lives of Canadians through the use of connected technology and data to advance a variety of community social, environmental and economic goals.
- The Municipal Asset Management Program (MAMP) helps municipalities make coordinated decisions about maintaining, replacing and repairing municipal

infrastructure. This practice allows municipalities to handle their assets in a sustainable way and provide reliable services to their residents.

- Additionally, the Department will support Canadian cities and municipalities implement an accessibility agenda as they work on infrastructure projects, thereby helping them achieve the goal of socio-economic inclusiveness for all Canadians.
- Infrastructure Canada will ensure that its cadre of public transit programming is designed to promote sustainable and modern public transit systems from coast-to-coast-to-coast while advancing transit project of national importance as well as those that contribute significantly to economic, environmental and social federal outcomes.
- The Department will work through the Canada Infrastructure Bank as it seeks to generate revenue and foster economic growth by contributing to the sustainability of infrastructure in Canada.
- Additionally, Infrastructure Canada will ensure governance to support delivery of the GHIB by the Windsor-Detroit Bridge Authority while advocating for the GHIB in collaboration with external stakeholders. It will also provide stewardship as the GHIB project prepares to transition from the construction phase to the operations phase, including providing guidance on its tolling policy.
- In terms of the Samuel De Champlain Bridge Corridor, Infrastructure Canada will collaborate with the Private Partner to complete its construction and transition the Bridge to stable long-term operations and maintenance. It will also facilitate construction of the Réseau express métropolitain light rail transit project in the Bridge's dedicated transit corridor in collaboration with the Private Partner and CDPQ Infra. Finally, it the Department will support the JCCBI as it advances with the deconstruction of the original Samuel de Champlain Bridge and ensures the life-cycle management of its other assets.

## Planned results for Core Responsibility 2: Public Infrastructure and Communities Investments

Departmental result	Departmental result indicator	Target	Date to achieve target	2018-19 actual result	2019-20 actual result	2020-21 actual result <sup>3</sup>
2.1: Investments in public infrastructure meet national interests and community needs	2.1.1: Infrastructure Canada funding committed to projects	\$8,100,000,000	March 31, 2022	\$8,472,838,904	\$6,037,912,300	\$3,610,134,441

<sup>3</sup> As a result of INFC's revamp of its Departmental Results Framework (DRF) for the 2021-22 fiscal year, retrospective data pertaining to previous DRF indicators cannot be integrated into the new framework, meaning that "Actual Results" were "Not applicable" for the 2020-21 fiscal year.

	2.1.2: Number of transactions and amount of private investment in public infrastructure	Greater than 0 projects	March 31, 2022	Not applicable	Not applicable	Not applicable
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Financial, human resources and performance information for Infrastructure Canada's program inventory is available in the [GC InfoBase](#).<sup>iv</sup>

### **Planned budgetary financial resources for Public Infrastructure and Communities Investments**

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
37,186,565	37,186,565	36,152,099	33,144,425

Financial, human resources and performance information for Infrastructure Canada's program inventory is available in the [GC InfoBase](#).<sup>v</sup>

### **Planned human resources for Public Infrastructure and Communities Investments**

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
295	286	261

Financial, human resources and performance information for Infrastructure Canada's program inventory is available in the [GC InfoBase](#).<sup>vi</sup>

## **Core Responsibility 3: Public Infrastructure and Communities Investment Oversight and Delivery**

### **Description**

Conduct oversight to ensure recipients comply with project requirements and projects are delivered according to agreements. Infrastructure Canada oversees programs and projects as well as major bridges, Crown corporations and alternative financing arrangements. While Crown corporations operate at arm's length, the Department plays a secretariat role in supporting them.

Across all programming, numerous monitoring activities are used to oversee projects and ensure they are delivered as expected for Canadians.

## **Planning highlights**

### **Result 3.1: Infrastructure investments and assets are managed through their lifecycle**

In support of the above result:

- Infrastructure Canada will establish and oversee the overall framework, mechanisms and systems for the delivery of Infrastructure Canada's major infrastructure funding programs. It will ensure the proper implementation of program requirements and specific projects funded under these programs, including providing project-level and program-level oversight and reporting. It will also help ensure a coordinated, results-based approach to infrastructure consistent with the Government of Canada's priorities to support long-term economic growth, inclusive communities and a low-carbon, green economy.
- Infrastructure Canada will collect and review, within its reporting systems, data on project outcomes and expected results. This will enable the Department to support Parliamentary, departmental reports and provide valid and reliable information to the public.
- Additionally, the Department will provide expertise to help develop innovative approaches to infrastructure delivery, particularly on alternative approaches to funding, financing and procurement, as well as opportunities to partner with the private sector, in order to deliver public infrastructure projects through their full lifecycle.
- In terms of major bridges, Infrastructure Canada will continue to conduct due diligence and stewardship in relation to the construction and preparations for the transition to operations of the GHIB by the WDBA to ensure delivery in accordance with authorities and agreements and will also manage the Samuel De Champlain Bridge Corridor P3 Project Agreement to ensure that construction and operations are delivered safely and efficiently in keeping with the contract terms.

### Planned results for Core Responsibility 3: Public Infrastructure and Communities Investment Oversight and Delivery

Departmental result	Departmental result indicator	Target	Date to achieve target	2018-19 actual result	2019-20 actual result	2020-21 actual result <sup>4</sup>
3.1: Infrastructure investments and assets are managed through their lifecycle	3.1.1: Percentage of projects completed <sup>4</sup>	60%	March 31, 2022	Not applicable	Not applicable	Not applicable
	3.1.2: Percentage of programs / projects that comply with funding documents <sup>6</sup>	100%	March 31, 2022	Not applicable	Not applicable	Not applicable
	3.1.3: Value of Infrastructure Canada's funding contribution disbursed in the fiscal year	\$6,607,504,217	March 31, 2022	\$5,449,773,453	\$7,616,737,618	\$5,300,448,253
	3.1.4: Percentage of transfer payment program service standards that are met	80%	March 31, 2022	Not applicable	Not applicable	Not applicable

Financial, human resources and performance information for Infrastructure Canada's program inventory is available in the GC [InfoBase](#).<sup>vii</sup>

### Planned budgetary financial resources for Public Infrastructure and Communities Investment Oversight and Delivery:

2022-23 budgetary spending (as indicated in Main Estimates)	2022-23 planned spending	2023-24 planned spending	2024-25 planned spending
9,197,797,866	9,197,797,866	10,824,873,985	10,198,364,706

Financial, human resources and performance information for Infrastructure Canada's program inventory is available in the GC [InfoBase](#).<sup>viii</sup>

<sup>4</sup> As a result of INFC's revamp of its Departmental Results Framework (DRF) for the 2021-22 fiscal year, retrospective data pertaining to previous DRF indicators cannot be integrated into the new framework, meaning that "Actual Results" were "Not available" for the 2020-21 fiscal year.

## **Planned human resources for Public Infrastructure and Communities Investment Oversight and Delivery**

<b>2021–22 planned full-time equivalents</b>	<b>2022–23 planned full-time equivalents</b>	<b>2023–24 planned full-time equivalents</b>
330	322	298

Financial, human resources and performance information for Infrastructure Canada's program inventory is available in the [GC InfoBase](#).<sup>ix</sup>

### **Gender-Based Analysis Plus**

Infrastructure Canada will continue to conduct Gender-Based Analysis Plus (GBA Plus) as part of its commitment to ensure equitable outcomes of its infrastructure investments. GBA plus will help the Department ensure that its policies, programs and assessments are inclusive and benefit diverse communities across the country. It will also help to strengthen the analysis of priority issues facing Canadians, such as the need for climate-resilient infrastructure, housing affordability, chronic homelessness, the creation of sustainable and inclusive communities, and public transportation. Dedicated staff in the Department will provide GBA Plus training and support to Departmental employees and will continue to review memoranda to Cabinet and Treasury Board submissions to assess the quality of GBA Plus considerations. This will help to foster the equitable creation of, and access to, infrastructure for diverse groups of people in communities across Canada.

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

The 2019 to 2022 Federal Sustainable Development Strategy (FSDS) presents the Government of Canada's sustainable development goals and targets, as required by the Federal Sustainable Development Act. Infrastructure Canada adheres to the principles of the FSDS and has developed the Departmental Sustainable Development Strategy (DSDS) which communicates its plans relating to the Sustainable Development Goals. The report on results achieved during 2020-2021 is posted on Infrastructure Canada's website.

## **Experimentation**

The SCC is an experimental program which consists of a pan-Canadian competition open to all municipalities, local or regional governments, and Indigenous communities. It empowers communities to adopt a smart cities approach to improve the lives of their residents through innovation, data, and connected technology. It is part of a whole of-government initiative called the Impact Canada Initiative (ICI) which encourages innovative approaches toward Government of Canada programming.

As part of this initiative, Infrastructure Canada works closely with participating communities to track and monitor performance outcomes and lessons learned. The experimental outcomes of the SCC will be measured over its eleven-year life cycle and seeks to assess the value of smart cities approaches in Canada and its benefits for Canadians.

The Department has committed resources to experimentation including human resources to perform a methodological review of the Smart Cities Challenge and to collect and disseminate best practices from it. The Department is also monitoring all aspects of the Smart Cities Challenge for opportunities to evolve and improve the design and delivery of this unique program. The results being sought reflect the priorities in communities, align to the Department's core priorities, and aim to achieve the UN Sustainable Development Goals, such as: making cities and human settlements inclusive, safe, resilient and sustainable; and taking urgent action to combat climate change and its impacts.

The second round of the SCC was delayed as communities turned their attention to the COVID-19 pandemic. Noting this on-going delay in 2021, the Department continues to work with communities and to monitor and evaluate outcomes from the first round of the SCC on an ongoing basis. In 2022–23, a mid-program review will be conducted to assess its performance. The current year and future program evaluations will examine how successful the Department was at integrating these elements into program design and implementation.





## **Internal services: planned results**

### **Description**

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ management and oversight services
- ▶ communications services
- ▶ legal services
- ▶ human resources management services
- ▶ financial management services
- ▶ information management services
- ▶ information technology services
- ▶ real property management services
- ▶ materiel management services
- ▶ acquisition management services

### **Planning Highlights**

While all areas of internal services continue to evolve and adapt with the changing needs and context of the Department, Infrastructure Canada will continue to focus broadly on organizational change and adaptation including to support a healthy and resilient workforce, seize opportunities in new modes of working and advance anti-racism, equity and inclusion across all areas of business.

- The INFRAfuture Secretariat has been established to work across the Department, and it will lead efforts to shape and test new ways of working that will help the Department adapt to new realities and reinforce the health and resilience of our people.
- The Anti-Racism, Equity and Inclusion (AREI) Division will continue to provide strategic advice, education and oversight through an intersectional and holistic approach based on collaboration with equity-deserving groups.

The Department will continue to play a key role in delivering relevant and timely information about Infrastructure Canada, its programs, projects and results to Canadians, stakeholders and the media by leveraging digital communications platforms to help tell the departmental story. It will also keep employees informed and engaged on key departmental and government-wide initiatives, especially throughout the pandemic.

To support program delivery, Infrastructure Canada will undertake the following initiatives:

- Modernize its workspace to support the Department's operational requirements and growth in a post-pandemic hybrid work model through the implementation of Phase 1 and 2 of the Flexible Work Initiative.
- Support and implement the transition of Homelessness Policy Directorate (HPD) to Infrastructure Canada to ensure the success of the program delivery.
- From a finance and administration perspective, support the delivery of existing programs and new programs at Infrastructure Canada.

Infrastructure Canada will also continue its effort to attract, recruit and retain talent including investing in the professional development of all its employees to meet business requirements. The organization will support initiatives that make it a workplace of choice, made up of employees who are representative of the people they serve.

Additionally, the Department will improve financial stewardship by aligning Infrastructure Canada's future grants and contributions authorities to the needs identified through data analytics and ongoing communication with recipients. Additionally, the Department will enhance decision making by increasing financial reporting capacity, specifically through the use of dashboards, technology, and data analytics.

The Department will contribute to the effective delivery of programs for Canadians by enhancing its digital systems and increasing its data analytics capabilities that will help track the progress of its commitments, assess the effectiveness of its work, and support timely, well informed decision-making.

The Department will also implement its 2022-23 to 2026-27 risk-based Integrated Audit and Evaluation Plan, in alignment with the departmental mandate and priorities. The results of the engagements undertaken through the Plan will support continuous improvements to the programs' design and implementation as well as improve the efficiency of departmental operations while minimizing risks. Departmental internal audit and evaluation activities will also continue to provide insight for the development and implementation of policies and programs.

### **Planned budgetary spending for internal services**

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
58,784,800	58,784,800	55,698,697	52,134,236

### **Planned human resources for internal services**

The following table shows, in fulltime equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
315	306	281

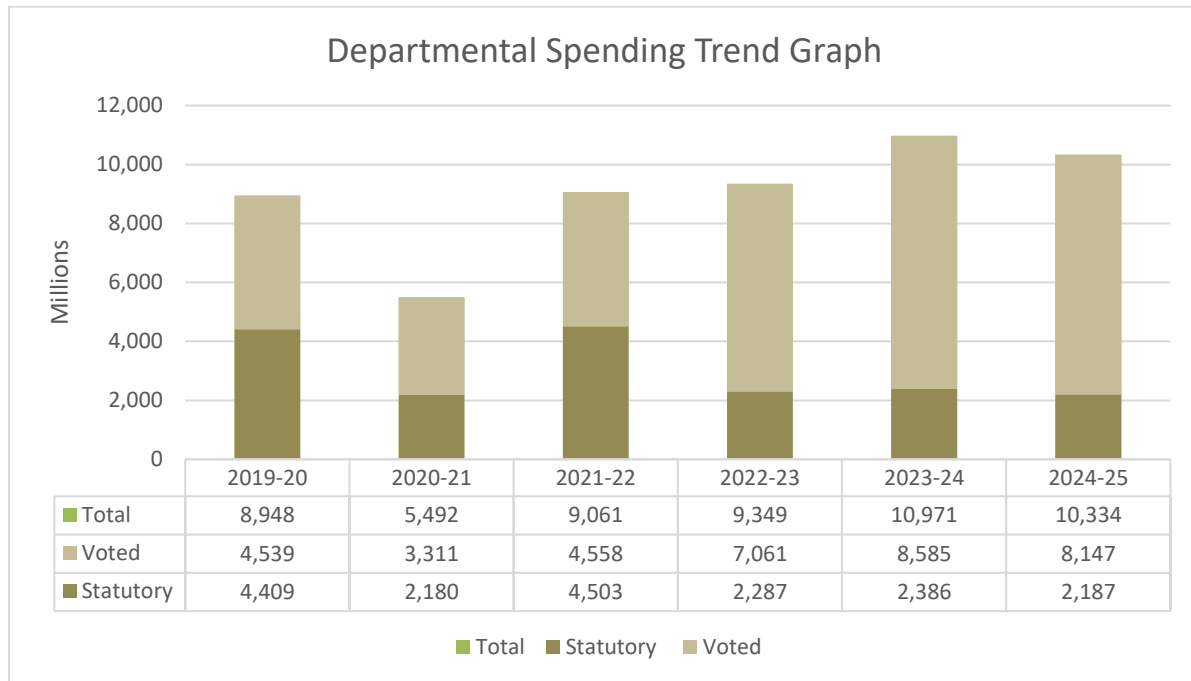
### **Planned spending and human resources**

This section provides an overview of the Department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

## Planned spending

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

Graph 1: Departmental Spending Trend Graph



Fluctuations in Statutory funding are mainly attributable to one-time payments to the CCBF (formerly the Gas Tax Fund) in 2019-20 (Budget 2019) and 2021-22 (Budget 2021).

Fluctuations in Voted funding from 2019-20 to 2020-21 are mainly due to final milestone payments in 2019-20 for the Samuel De Champlain Corridor project.

Fluctuations in Voted funding from 2020-21 to 2021-22 are mainly due to planned expenditures for the Investing in Canada Infrastructure Program as it progresses through its life cycle. The

Department plans to spend \$9.3 billion in 2022-23 through its core responsibilities and Internal Services.

## Budgetary planning summary for core responsibilities and internal services

The following table shows information on spending for each of Infrastructure Canada's core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and Internal Services	2019–20 expenditures	2020–21 expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Public Infrastructure	8,891,374,387	5,431,853,479	0	0	0	0	0
1. Public Infrastructure, Communities and Rural Economic Development Policy	0	0	35,833,013	56,104,481	56,104,481	54,546,111	51,044,579
2. Public Infrastructure and Communities Investments	0	0	20,237,980	37,186,565	37,186,565	36,152,099	33,144,425
3. Public Infrastructure and Communities Investment Oversight and Delivery	0	0	8,952,175,260	9,197,797,866	9,197,797,866	10,824,873,985	10,198,364,706
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>9,008,246,253</b>	<b>9,291,088,912</b>	<b>9,291,088,912</b>	<b>10,915,572,195</b>	<b>10,282,553,710</b>
Internal Services	57,493,166	60,534,414	53,817,134 <sup>5</sup>	58,784,800	58,784,800	55,698,697	52,134,236
<b>Total</b>	<b>8,948,867,553</b>	<b>5,492,387,893</b>	<b>9,062,063,387</b>	<b>9,349,873,712</b>	<b>9,349,873,712</b>	<b>10,971,270,892</b>	<b>10,334,687,946</b>

<sup>5</sup> The Internal Services resource count in fiscal year 2020-21 includes both the "Policy function" and traditional Internal Services functions which overstates the figure (as a result of the design of the 2020 Departmental Results Framework). INFC revamped its Departmental Results Framework (DRF) for fiscal year 2021-22 to better reflect the new positions that are related to a policy function, resulting in a more accurate presentation of resource alignment within the Department in future reports.

## Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Infrastructure Canada's core responsibilities and for its internal services for 2022–23 and the other relevant years.

### Human resources planning summary for core responsibilities and internal services

Core responsibilities and Internal Services	2019-20 actual full-time equivalents	2020-21 actual full-time equivalents	2021-22 forecast full-time equivalents	2022-23 planned full-time equivalents	2023-24 planned full-time equivalents	2024-25 planned full-time equivalents
Public Infrastructure	275	257	0	0	0	0
1. Public Infrastructure, Communities and Rural Economic Development Policy	0	0	217	299	290	267
2. Public Infrastructure and Communities Investments	0	0	177	295	286	261
3. Public Infrastructure and Communities Investment Oversight and Delivery	0	0	244	330	322	298
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>639</b>	<b>924</b>	<b>898</b>	<b>826</b>
Internal Services	365	444	321	315	306	281
<b>Total</b>	<b>640</b>	<b>701</b>	<b>960</b>	<b>1239</b>	<b>1204</b>	<b>1107</b>

Over the last three years, Infrastructure Canada's mandate has expanded as it delivers an unprecedented level of programming. Prior to 2020-21, the Department's resource base was time-limited and funded through the programs it delivered. As part of Budget 2020, the Department secured ongoing resources and, through Budget 2021, secured new resources to deliver the Permanent Public Transit Program, the Green and Inclusive Community Building, the Natural Infrastructure Fund, and the Disaster Mitigation and Adaptation Fund, while also improving ventilation in public buildings and negotiating on the ownership of the Quebec Bridge. More recently, Infrastructure Canada inherited the Homelessness portfolio, which was transferred to the Department from Employment and Social Development Canada as of October 26, 2021.

## Estimates by vote

Information on Infrastructure Canada's organizational appropriations is available in the [2022–23 Main Estimates](#).<sup>x</sup>

## Future-oriented condensed statement of operations

The future oriented condensed statement of operations provides an overview of Infrastructure Canada's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [Infrastructure Canada's website](#).<sup>xi</sup>

## Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	6,931,257,840	9,410,867,102	2,479,609,262
Total revenues			
Net cost of operations before government funding and transfers	6,931,257,840	9,410,867,102	2,479,609,262

As noted in the above table, the forecast results total for 2021-22 is \$6.9 billion, and the planned results total for 2022-23 is \$9.4 billion, which results in a difference of \$2.5 billion between 2021-22 and 2022-23. This difference is mainly attributable to the new programs announced through the Fall Economic Statement and Budget 2021, and the mandated transfer of responsibilities for the Homelessness Policy Directorate from Employment and Social Development Canada to Infrastructure Canada and programs under the Investing in Canada Plan.



## Corporate information

### Organizational profile

**Appropriate minister(s):** The Honourable Dominic LeBlanc, P.C., M.P., The Honourable Ahmed Hussen, P.C., M.P.

**Institutional head:** Kelly Gillis

**Ministerial portfolio:** Minister of Intergovernmental Affairs, Infrastructure and Communities, Minister of Housing and Diversity and Inclusion

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>xii</sup>, a Crown corporation whose mandate is to ensure users' safe passage on its structures located in the Greater Montreal Area by their proper management, maintenance and repair, while respecting the environment and optimizing traffic flow.
- [Windsor-Detroit Bridge Authority \(WDBA\)](#),<sup>xiii</sup> a Crown corporation 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 PPP. Responsibility for WDBA was transferred from the Minister of Transport to the Minister of Infrastructure and Communities on November 4, 2015.
- The [Canada Infrastructure Bank](#),<sup>xiv</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 to help government partners build new infrastructure across Canada. The *Canada Infrastructure Bank Act* received Royal Assent on June 22, 2017, and the Minister of Infrastructure and Communities was designated the responsible Minister on July 4, 2017.
- The Prime Minister announced the new portfolio of [Housing and Diversity and Inclusion](#)<sup>xv</sup>, which will be led by the Honourable Ahmed Hussen. This portfolio will be supported by Infrastructure Canada, and by our colleagues at Women and Gender Equality and Canadian Heritage. The new portfolio's overarching goal is to help ensure Canadians can get a home of their own, by working to improve housing affordability and end chronic homelessness, and by championing the full breadth of our country's vibrant diversity through greater inclusion. These gaps will be addressed by engaging with Indigenous partnerships, leading a whole-of-government approach to build a more inclusive, equitable, and just society while working to combat systemic racism, discrimination and xenophobia. As part of INFC's new portfolio, the Department is also responsible for the Canadian Housing Mortgage Association (CMHC). The CMHC is

leading and delivering federal initiatives under the National Housing Strategy, which includes building new affordable housing and renewing the existing affordable housing stock.

- The Minister of Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the [Toronto Waterfront Revitalization Initiative \(TWRI\)](#),<sup>xvi</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 TWRI. Waterfront Toronto is a non-share capital corporation established in 2001 to lead and implement the TWRI. The next phase of the TWRI includes flood protection of the Port Lands for which Canada, Ontario and Toronto are contributing equal funding for a total of \$1.25 billion.

#### **Enabling instrument(s):**

- [Canada Strategic Infrastructure Fund Act](#) (2002, c. 9, s. 47) (CSIF)<sup>xvii</sup>,
- [Order in Council P.C. 2004-0325](#)<sup>xviii</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>xix</sup>
  - [Economic Action Plan 2013 Act](#), No. 1, S.C. 2013, c. 33, section 233<sup>xx</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>xxi</sup>
  - [Order in Council P.C. 2014-0144](#)<sup>xxii</sup>
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
  - [Crossing Agreement](#)<sup>xxiii</sup>
  - [Bridge to Strengthen Trade Act](#), S.C. 2012, c. 31, s. 179<sup>xxiv</sup>
  - [Order in Council P.C. 2012-1350](#)<sup>xxv</sup>
  - [Order in Council P.C. 2015-1236](#)<sup>xxvi</sup>
  - [Order in Council P.C. 2015-1237](#)<sup>xxvii</sup>
  - [Order in Council P.C. 2015-1238](#)<sup>xxviii</sup>
- The following Orders in Council related to Waterfront Toronto:
  - [Order in Council P.C. 2015-1239](#)<sup>xxix</sup>
  - [Order in Council P.C. 2015-1240](#)<sup>xxx</sup>
- The following legislation and Order in Council related to the Canada Infrastructure Bank:
  - [Canada Infrastructure Bank Act](#), S.C. 2017, c. 20, s. 403<sup>xxxi</sup>
  - [Order in Council P.C. 2017-1007](#)<sup>xxxii</sup>
- The following Orders in Council transferred responsibilities from Employment and Social Development Canada to the Minister of Housing and Diversity and Inclusion:

- [Order in Council P.C. 2021-0924<sup>xxxiii</sup>](#)
- [Order in Council P.C. 2021-0952<sup>xxxiv</sup>](#)
- [Order in Council P.C. 2021-0949<sup>xxxv</sup>](#)
- [Order in Council P.C. 2021-0948<sup>xxxvi</sup>](#)
- [Order in Council P.C. 2021-0947<sup>xxxvii</sup>](#)

**Year of incorporation / commencement: 2002**

**Other:** Infrastructure Canada works in collaboration with Transport Canada to deliver some of its sunset transfer payment programs. Infrastructure Canada also works with Public Services and Procurement Canada for the New Champlain Bridge Corridor as the contract authority.

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

Information on Infrastructure Canada's raison d'être, mandate and role is available on the Department's [website<sup>xxxviii</sup>](#).

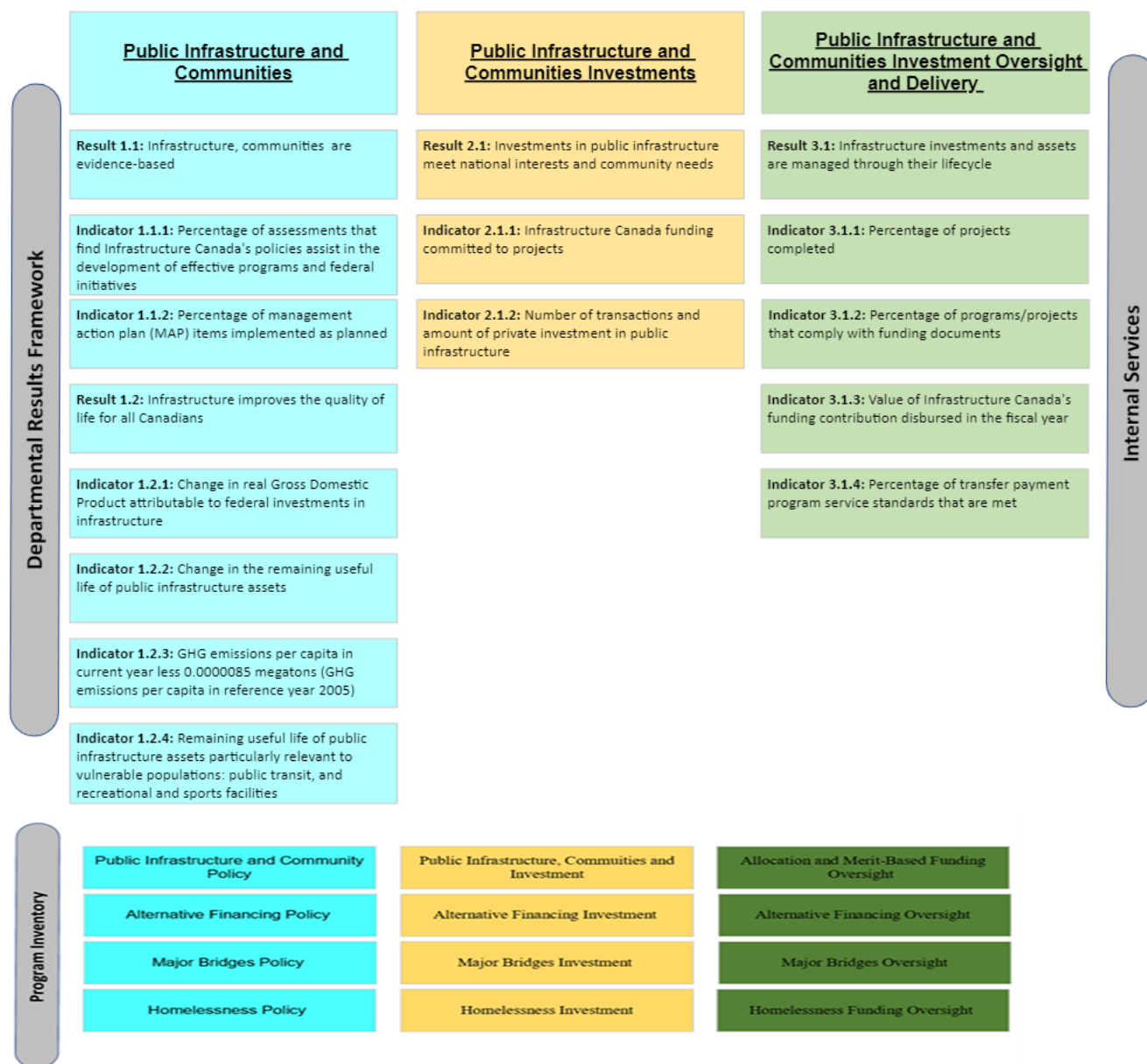
Information on Infrastructure Canada's mandate letter commitments is available in the [Ministers' mandate letters<sup>xxxix</sup>](#).

**Operating context**

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

## Reporting framework<sup>6</sup>

Infrastructure Canada's approved departmental results framework and program inventory for 2022–23 are as follows:



<sup>6</sup> Infrastructure Canada's program inventory includes three new programs (Homelessness Policy, Homelessness Investment and Homelessness Funding Oversight) as part of the Homelessness portfolio which has transferred to the Department from Employment and Social Development Canada. Additionally, in the third quarter of fiscal year 2021-2022, the Rural Economic Development Policy function moved from Infrastructure Canada to Innovation, Science and Economic Development Canada. As such, this program has been removed from the 2022-23 DRF.

### **Supporting information on the program inventory**

Financial, human resources and performance information for Infrastructure Canada's Program Inventory is available in [GC InfoBase](#).<sup>[i]</sup>

### **Supplementary information tables**

The following supplementary information tables are available on [Infrastructure Canada's website](#)<sup>xli</sup>:

- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus

### **Federal tax expenditures**

Infrastructure Canada's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>xlii</sup> This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

### **Organizational contact information**

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Telephone (toll free number): 1-877-250-7154  
TTY: 1-800-465-7735  
Email: [info@inf.gc.ca](mailto:info@inf.gc.ca) Website: [www.infrastructure.gc.ca](http://www.infrastructure.gc.ca)<sup>xliv</sup>

### **Appendix: definitions**

#### **appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

#### **budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

**core responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

**Departmental Plan (plan ministériel)**

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

**departmental result (résultat ministériel)**

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

**departmental result indicator (indicateur de résultat ministériel)**

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

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

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

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

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

**experimentation (expérimentation)**

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians.

Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

**full-time equivalent (équivalent temps plein)**

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

**gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])**

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

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

For the purpose of the 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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

**plan (plan)**

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

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**program (programme)**

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**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> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>ii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>iii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>iv</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>v</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>vi</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>vii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>viii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>ix</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>x</sup> 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- <sup>xi</sup> Infrastructure Canada Future Oriented Statement of Operations – For the year ending March 31, 2022, <https://www.infrastructure.gc.ca/pub/foso-efp/foso-efp-2021-eng.html?wbdisable=true>
- <sup>xii</sup> Jacques Cartier and Champlain Bridges Incorporated, <https://jacquescartierchamplain.ca/?lang=en>
- <sup>xiii</sup> Windsor-Detroit Bridge Authority (WDBA), <https://www.gordiehoweinternationalbridge.com/fr>
- <sup>xiv</sup> Canada Infrastructure Bank, <https://cib-bic.ca/en/>
- <sup>xv</sup> Minister of Housing and Diversity and Inclusion Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-housing-and-diversity-and-inclusion-mandate-letter>
- <sup>xvi</sup> Toronto Waterfront Revitalization Initiative, <https://www.infrastructure.gc.ca/twri-irrt-eng.html>
- <sup>xvii</sup> Canada Strategic Infrastructure Fund Act (2002, c. 9, s. 47), <https://laws-lois.justice.gc.ca/eng/acts/c-10.3/page-1.html>
- <sup>xviii</sup> Order in Council P.C. 2004-0325, <https://orders-in-council.canada.ca/attachment.php?attach=6282&lang=en>
- <sup>xix</sup> Keeping Canada's Economy and Jobs Growing Act, S.C. 2011, c. 24, [https://laws-lois.justice.gc.ca/eng/annualstatutes/2011\\_24/page-1.html](https://laws-lois.justice.gc.ca/eng/annualstatutes/2011_24/page-1.html)
- <sup>xx</sup> Economic Action Plan 2013 Act, No.1, [https://laws-lois.justice.gc.ca/eng/annualstatutes/2013\\_33/page-1.html](https://laws-lois.justice.gc.ca/eng/annualstatutes/2013_33/page-1.html)
- <sup>xxi</sup> New Bridge for the St. Lawrence Act, <https://laws-lois.justice.gc.ca/eng/acts/N-22.6/index.html>
- <sup>xxii</sup> Order in Council P.C. 2014-0144, <https://orders-in-council.canada.ca/attachment.php?attach=28923&lang=en>
- <sup>xxiii</sup> Crossing Agreement, <https://www.partnershipborderstudy.com/crossing-agreement.html>
- <sup>xxiv</sup> Bridge to Strengthen Trade Act, S.C. 2012, c. 31, s. 179, <https://laws-lois.justice.gc.ca/eng/acts/B-8.05/FullText.html>
- <sup>xxv</sup> Order in Council P.C. 2012-1350., <https://orders-in-council.canada.ca/attachment.php?attach=26598&lang=en>
- <sup>xxvi</sup> Order in Council P.C. 2015-1236, <https://orders-in-council.canada.ca/attachment.php?attach=31598&lang=en>
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- <sup>xxviii</sup> Order in Council P.C. 2015-1238, <https://orders-in-council.canada.ca/attachment.php?attach=31600&lang=en>
- <sup>xxix</sup> Order in Council P.C. 2015-1239, <https://orders-in-council.canada.ca/attachment.php?attach=31601&lang=en>

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- <sup>xxxi</sup> Canada Infrastructure Bank Act, S.C. 2017, c. 20, s. 403, <https://laws-lois.justice.gc.ca/eng/acts/C-6.18/FullText.html>
- <sup>xxxii</sup> Order in Council P.C. 2017-1007, <https://orders-in-council.canada.ca/attachment.php?attach=34913&lang=en>
- <sup>xxxiii</sup> Order in Council P.C. 2021-0924, <https://orders-in-council.canada.ca/attachment.php?attach=41252&lang=en>
- <sup>xxxiv</sup> Order in Council P.C. 2021-0952, <https://orders-in-council.canada.ca/attachment.php?attach=41280&lang=en>
- <sup>xxxv</sup> Order in Council P.C. 2021-0949, <https://orders-in-council.canada.ca/attachment.php?attach=41277&lang=en>
- <sup>xxxvi</sup> Order in Council P.C. 2021-0948, <https://orders-in-council.canada.ca/attachment.php?attach=41276&lang=en>
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- <sup>xxxviii</sup> About Infrastructure Canada, <https://www.infrastructure.gc.ca/about-apropos/index-eng.html>
- <sup>xxxix</sup> Ministers' Mandate Letters, <https://pm.gc.ca/en/mandate-letters>
- <sup>xl</sup> About Infrastructure Canada, <https://www.infrastructure.gc.ca/about-apropos/index-eng.html>
- <sup>xli</sup> Infrastructure Canada 2022-23 Departmental Plan, <https://www.infrastructure.gc.ca/pub/dp-pm/2022-23/2022-dp-pm-eng.html>
- <sup>xlii</sup> Report on Federal Tax Expenditures, <https://www.canada.ca/en/departement-finance/services/publications/federal-tax-expenditures.html>
- <sup>xliv</sup> Infrastructure Canada, [www.infrastructure.gc.ca](http://www.infrastructure.gc.ca)