



Infrastructure
Canada

2020–21 Departmental Results Report

Infrastructure Canada

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Ministers' Message

We are pleased to present Infrastructure Canada's Departmental Results Report for 2020-21. It demonstrates the Department's ongoing commitment to communities—by bringing data and people together to invest in infrastructure that tackles climate change, drives growth and good jobs, and improves quality of life for all Canadians.

The world has changed drastically since 2016 when the Government of Canada committed to investing more than \$180 billion in infrastructure over 12 years. The COVID-19 pandemic and climate crises continue to expose vulnerabilities and investment gaps. Canadians want their governments to build back better, to help communities become even more resilient, diverse, sustainable, competitive and prosperous now and for generations to come.

While we made incredible strides with our partners on a number of initiatives in 2020-21, our top priority has been, and remains, keeping Canadians healthy and safe. In response to the pandemic, we launched a new temporary COVID-19 Resilience stream to provide provinces and territories with added flexibility to fund quick-start, short-term projects. An accelerated approval process enabled our partners to submit multiple projects simultaneously, with a single, simplified application process. We also significantly increased the federal share of eligible project costs and added funding specifically dedicated to ventilation projects so that provinces, territories, municipalities and not-for-profit organizations could improve their facilities' air quality and put physical distancing measures in schools, long-term care homes and other public buildings.

Infrastructure Canada also launched the Canada Healthy Communities Initiative for communities to adapt their public spaces and local services to meet peoples' needs during and after the pandemic. As well, the annual transfers to provinces and territories from the Canada Community-Building Fund—formerly known as the Gas Tax Fund—were accelerated and topped up. Through its investments, Infrastructure Canada will continue to help restart the economy and create over one million jobs.

In 2020-21, Infrastructure Canada approved \$3.2 billion in funding for over 2,300 new infrastructure projects. Important progress has been made to deliver clean water, effective wastewater treatment systems, expanded broadband and mobile connectivity services, and improved transportation systems to Canadians. These investments will continue to have positive impacts across the country—particularly in rural and northern communities where the need is greatest and people may face increased health risks associated with feeling isolated. The Prime Minister also announced \$14.9 billion in new public transit support over the next 8 years, including \$3 billion in permanent funding starting in 2026-27, to strengthen communities, help businesses with job creation and chart a path toward achieving net-zero emissions by 2050.

Green infrastructure investments are crucial for Canada to reduce its greenhouse gas emissions by 40-45 percent below 2005 levels by 2030. This is why Infrastructure Canada laid the foundation for the Natural Infrastructure Fund and the new Green and Inclusive Community Buildings program. Together, these programs will help solidify Canada's standing as a world leader in green energy, make communities more liveable, and help mitigate the impacts of climate change. In addition, under each of these programs, Infrastructure Canada committed to allocating a minimum of 10 percent of available funding to Indigenous recipients.

Building back better means building back smarter—Infrastructure Canada is enhancing its research and policy-making capacity, strengthening its stakeholder relations and increasing its international engagement. The Department recently undertook broad engagement with partners

and stakeholders from across Canada by launching Canada's first National Infrastructure Assessment (NIA) exercise to obtain independent, evidence-based advice on Canada's infrastructure challenges and opportunities over the coming decades. Combined with our Active Transportation Strategy and the new Research and Knowledge Initiative, the Department is building a solid foundation that will help all orders of government undertake evidence-based, long-term planning.

For the first time since it was created as a federal department in 2002, Infrastructure Canada secured ongoing funding to maintain its operations, enhance its policy and financial management capacity, and introduce modern management tools so that it can continue to effectively deliver on its expanding mandate. The Department is now well positioned to manage its diverse funding programs and its portfolio of Public Private Partnerships (P3) projects, including the Samuel De Champlain Bridge Corridor Project in Montreal and the Gordie Howe International Bridge Project in the Windsor-Detroit region. Infrastructure Canada will continue to work with the Canada Infrastructure Bank to build infrastructure in the public interest, including investments in zero-emission buses, broadband initiatives, and a Growth Plan to help Canadians get back to work.

The Government is 6 years into its 12-year Investing in Canada Plan with over \$101 billion committed to over 74,500 projects across the country. Using the NIA's findings and guided by global best practices in infrastructure planning, investment, design and management, we are charting a forward-looking roadmap out to 2050 to guide new investments in Canada, including nation-building projects.

We invite you to consult this report to see for yourself how Infrastructure Canada is helping communities across Canada build back better, putting in place modern, sustainable infrastructure that helps create jobs and support vibrant communities, for all of us and for generations to come.



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Infrastructure and Communities



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and Inclusion

Results at a glance

Priority 1. Make investments that build stronger, more inclusive and resilient communities to improve quality of life while enabling local economic growth and creating good jobs

Over the 2020-21 fiscal year, Infrastructure Canada made significant investments in physical and social infrastructure and launched an unprecedented number of new initiatives. We worked in collaboration with partners and stakeholders to maximize the impact of projects such as the construction of major bridges, investments in infrastructure for rural communities, and structural and natural infrastructure projects to increase the resilience of communities that are impacted by natural disasters. This work supports economic growth, the creation of jobs, and the mitigation of risks related to climate change. It also promotes greater social inclusion.

As of this year, Infrastructure Canada is six years into the 12-year Investing in Canada Plan (IICP or “the Plan”), for which it is the lead department in horizontal coordination. Under this Plan, the Government of Canada committed to investing more than \$180 billion in infrastructure. The IICP is designed to create long-term economic growth, support the resilience of communities, and build social inclusion and socio-economic outcomes for all Canadians.

An important component of the Department’s investments in stronger communities is its work on major bridges, which is comprised of the Samuel De Champlain Bridge Corridor Project (SDCBC) and the Gordie Howe International Bridge Project (GHIB). The SDCBC is fully operational, while outstanding construction work is expected to be completed in 2021-2022. The Department also collaborated with partners, making progress on the implementation of the Réseau express métropolitain in the bridge’s dedicated transit corridor, which will augment public transit in Montreal.

The Department also continued to support the Windsor-Detroit Bridge Authority (WDBA) in delivering on its mandate. The bridge is in its third year of construction, which continued without stoppage on all project components throughout the pandemic. Infrastructure Canada also promoted a stronger relationship with Bridging North America (BNA), the private-sector partner of the WDBA. BNA is delivering the Community Benefits Plan, which is a key feature of the GHIB that identifies opportunities that can advance economic, social or environmental conditions for the local communities, providing positive outcomes for the Windsor-Detroit region.

In terms of investing in rural communities, Infrastructure Canada worked with partners across the country to develop a rural lens that is aligned with the *Rural Opportunity, National Prosperity: An Economic Development Strategy for Rural Canada*. This lens was also applied to important Government initiatives such as the COVID-19 response and the Universal Broadband Fund and is used when developing programs and policies, ensuring that they take into account ways to be more accessible to rural communities.

In 2020-21, Infrastructure Canada also worked to increase the resilience of communities that are impacted by the effects of climate change through the Disaster Mitigation and Adaptation Fund (DMAF) and investments in structural and natural infrastructure. Through DMAF, a total of 69 infrastructure projects from communities of all sizes across Canada, representing a total federal contribution of over \$1.9 billion, including over \$891 million for 34 projects in rural

communities, were approved since 2019. These projects have provided communities across the country with critical investments in a range of large-scale infrastructure solutions, such as the construction of seawalls, berms and dykes, wildfire mitigation activities, rehabilitation of storm water systems and restoration of wetlands and shorelines.

Further to meeting planned results in promoting resilient communities and enabling economic growth, Infrastructure Canada worked during the course of the pandemic to achieve a number of additional outcomes, thus improving the quality of life for Canadians. These outcomes are detailed in *Results: What we achieved*.

Priority 2. Support informed decision-making by strengthening capacity in data, analytics, research, and results reporting

In 2020-21, Infrastructure Canada continued to work collaboratively with stakeholders across governments and the private and academic sectors to build a base of knowledge and understanding to advance departmental priorities and deliver on results for Canadians. This included working closely with key stakeholders and Crown Corporations in the area of alternative finance to bring forward research and data in matters pertaining to Public Private Partnerships (P3s) and producing reports on issues pertaining to global trends in the P3 industry.

Furthermore, as part of its ongoing commitment to provide consistent, comprehensive and easy to understand reporting on the Investing in Canada Infrastructure Program (ICIP), Infrastructure Canada engaged delivery partners on data automation for public progress reporting, building on lessons learned from existing horizontal automated reporting processes. In June 2021, Infrastructure Canada started to provide the status of infrastructure project funding applications received in 2020-21 that are currently under review for the ICIP on its website. The new web-based project list includes filters that facilitate the searching of projects submitted by provinces and territories. This new resource complements existing publicly available tools such as the geo-map, the web-based funding table, and regular departmental reporting.

In addition to the public reporting, the Department published various datasets in partnership with Statistics Canada to ensure support of informed decision-making. This partnership also allows the Department to disaggregate and publish more data about rural communities. Already, this has resulted in new rural-specific analytical publications on monthly Labour Force Survey data, quarterly Rural Business Outlooks and the Canada Emergency Wage Subsidy. Further, Infrastructure Canada published its second round of the survey of Canada's Core Public Infrastructure (CCPI) providing state and condition data for nine key infrastructure assets, plus trends in asset management across Canada for reference year 2018.

Infrastructure Canada also strengthened the collection of data through the Canadian Cities Pilot Project, funding a three-year initiative in 2019 to improve data capacity across 15 Canadian cities through the development and use of standardized data on municipal services delivery and quality of life. Participating cities have made progress in 2020-21, participating in data workshops, capacity-building activities, and standardizing their city-level data collection.

The Department will continue to work collaboratively with stakeholders through the NIA to strengthen research, data collection and results reporting. The Assessment will examine Canada's infrastructure needs with a goal of establishing an evidence-based picture of

infrastructure in Canada and a forward-looking framework, as well as determining the best ways to fund and finance infrastructure projects in Canada.

Priority 3. Work collaboratively with partners to deliver on infrastructure priorities and to advance investments quickly

Effective collaboration is integral to advancing the Department's policy objectives, including long-term sustainable economic growth, a low-carbon economy and building inclusive communities. Infrastructure Canada has been collaborating with numerous partners to provide oversight and investment in projects in a range of areas including climate-smart and COVID-19 resilient infrastructure. This includes working with the Canada Infrastructure Bank (CIB) as well as with other federal departments and agencies on the Investing in Canada Plan where, as lead department for the IICP, Infrastructure Canada maintains oversight and reporting on the Plan as a whole.

As part of working with our partners, Infrastructure Canada took steps to ensure that proponents viewed projects through a climate lens to inform the delivery of cleaner and more resilient outcomes. Under the Integrated Bilateral Agreements (IBAs), certain projects must submit a climate lens assessment as a part of the Department's aim to build capacity in climate-smart infrastructure that will help combat climate change, reduce energy costs, and provide Canadians with safer and more resilient communities.

In terms of advancing investments quickly, the Department took initiative in working with other orders of government to address barriers to timely infrastructure investment during the COVID-19 pandemic. Infrastructure Canada worked with provinces and territories to implement a temporary new COVID-19 Resilience Infrastructure Stream, providing added flexibility to fund quick-start, short-term projects that might not otherwise be eligible under the existing funding streams and features an accelerated approval process.

In addition, Infrastructure Canada worked closely with the CIB and provided them with a wide range of support services, strategic advice and guidance related to Government of Canada policies and priorities. Our work on these important commitments will remain a priority for the foreseeable future as we continue to support the CIB's role in delivering financing to attract private sector and institutional investment and to leverage the capital and expertise of the private sector.

For more information on the Infrastructure Canada's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

Results: what we achieved

Public infrastructure

Description: Implement the Government of Canada's infrastructure plan to enable strategic investments in core public infrastructure that will create long-term growth; improve the resilience of communities and transition to a clean growth economy and improve social inclusion and the socio-economic outcomes of Canadians. This work is done in partnership with provinces, territories, municipalities, Indigenous communities, other federal departments and agencies, and private sector and not-for-profit organizations. It includes delivering funding to infrastructure projects as well as building capacity for improved asset management and evidence-based planning.

Result 1: Infrastructure projects are funded and supported by Infrastructure Canada

In 2020-21, Infrastructure Canada approved \$3.2 billion in funding for 2,396 new infrastructure projects. Supporting thousands of new projects, the Department invested in infrastructure for public transit, major bridges, green initiatives, rural and northern programs, and energy which will make communities more resilient to the effects of climate change. As part of this, Infrastructure Canada continued to support provinces and territories through the ICIP to address needs in these fields. Over \$33 billion in funding is being delivered through IBAs signed between Canada and each province and territory through targeted funding streams.

In terms of strengthening rural and northern public infrastructure, \$391 million of the \$2 billion in federal funding under the Rural and Northern Communities Infrastructure stream was approved for 187 projects in 2020-21. This stream led to investments in the unique and wide-ranging infrastructure priorities of small, rural and remote communities.

Additionally, in 2020-21, \$1.9 million in funding was allocated to a project under the \$400-million Arctic Energy Fund. This Fund supports energy security in communities in the North, including Indigenous communities, by investing in upgrades to existing fossil fuel-based energy systems as well as supplementing or replacing these systems with renewable energy options.

To get funding out the door quickly, \$2.2 billion under the Canada Community-Building Fund (formerly the Gas Tax Fund) was issued to recipients in advance of the regular schedule in order to provide communities with local infrastructure funding as quickly as possible during the COVID-19 pandemic. This funding plays an integral role in helping recipients to address their local infrastructure needs in a flexible and sustainable way. Additionally, in response to the unprecedented economic decline brought on by the COVID-19 pandemic, program changes were initiated in August 2020 with the intention of significantly increasing the number of approved infrastructure projects under the ICIP. These changes included the creation of the COVID-19 Resilience stream, the streamlining of program requirements and the expansion of eligibility categories. This provided provinces and territories with added flexibility to fund quick-start, short-term projects that will help communities in their pandemic recovery efforts.

Infrastructure Canada also assisted the Crown Corporations in its portfolio in fulfilling important commitments in 2020-21 and advancing work on the SDCBC; GHIB; Quebec Bridge; the CIB and Waterfront Toronto.

Samuel De Champlain Bridge Corridor

Jacques Cartier and Champlain Bridges Incorporated (JCCBI) continues to operate federally owned bridges in the Montreal area and started deconstruction of the Champlain Bridge in 2020-21. Funding for JCCBI was provided in Budget 2018 for ongoing maintenance and operations until 2022-23. Separate funding was provided in 2018 for the deconstruction project of the Champlain Bridge over a four-year period ending in 2023-24. The SDCBC is in its final configuration with the Corridor fully operational. Outstanding construction work is expected to be completed in 2021-2022, as the project continues to transition to the operations-maintenance-rehabilitation phase. At the same time, implementation of the Réseau express métropolitain in the bridge's dedicated transit corridor required close, ongoing collaboration between Infrastructure Canada, CDPQ Infra, and the Signature on the Saint Lawrence Group to help meet CDPQ Infra's objective of operating trains over the bridge in summer 2022.

Gordie Howe International Bridge

The GHIB is in the third year of its six-year design build phase. In 2020-2021, substantial progress was made. Noteworthy examples of project construction progress include the completion of the main bridge tower foundations and the start of above-ground tower construction, as well as substantial completion of site preparation and earthworks on Ports of Entry. Meanwhile, throughout the COVID-19 pandemic, Infrastructure Canada supported WDBA to enable the continued safe construction on the project, where Bridging North America celebrated a milestone of 3 million hours of work without a lost time accident, demonstration of the robust safety culture on this international project.

Quebec Bridge

The Pont de Québec file remains a priority for Infrastructure Canada as the Government of Canada understands the strategic, economic and heritage importance of its restoration. The Government of Canada conducted a full review of options on the bridge's restoration and is continuing to work toward quickly reaching Agreements in Principle with the Canadian National Railway (CN) and the Government of Quebec, including on the sharing of the bridge's maintenance costs.

Canada Infrastructure Bank

Infrastructure Canada continued to support the CIB in its activities through regular engagement and information-sharing on areas touching advisory and investments, corporate finance, knowledge and research as well as communications and outreach. Infrastructure Canada is also supporting the CIB Growth Plan, helping the CIB in establishing sound governance practices and promoting the CIB's innovative partnership models which attract private and institutional investment in collaboration with other government departments to support project development and policy outcomes. As a result, the CIB made signature investments in public transit, electricity, trade, and transportation infrastructure. Infrastructure Canada supported recipients in the substantial completion of two P3 Canada Fund projects while processing claims for three P3 Canada Fund projects, totalling \$56 million.

Infrastructure Canada and the CIB also participated in the Atlantic Clean Power Road Map process, a unique effort in the Atlantic Region which brought together the region's provincial governments, utilities, and lead federal departments to develop a path forward in advancing the transmission, generation, and storage of clean power. This work will assist in future decision-

making to transition the region to clean energy sources in support of the Government of Canada's climate goals. Additionally, the CIB has committed to investing \$1.5 billion in zero-emission buses and has to date announced a total of \$844 million for a total of 1,200 buses.

Waterfront Toronto

In 2020-21, Waterfront Toronto reached 90% completion of the design and planning for the Port Lands Flood Protection (PLFP) project. In addition, the Cherry Street Bridge and the first half of Commissioner's Street Bridge were installed. The project remains on scope, on budget and on time for substantial completion in 2024.

Result 2: Public infrastructure is managed in a more sustainable way

A key piece of sustainable management is the use of data in decision-making. In 2020-21, Infrastructure Canada supported the collection of data, analysis, and effective decision-making by working with key partners to support innovation. At the same time, the Department invested in more sustainable infrastructure for communities by improving their resilience. This includes work conducted with Statistics Canada, the Municipal Asset Management Program (MAMP) and the DMAF, as well as through Infrastructure Canada's Departmental Data Strategy.

Infrastructure Canada is working with Statistics Canada to determine alternative data sources to provide a more comprehensive understanding of the state and performance of public infrastructure. This will support improved data collection and reduce response burden when seeking infrastructure data.

In terms of strengthening the sustainable management of public infrastructure, the Department also focussed on asset management training. Through the Municipal Asset Management Program (MAMP), 7,478 individual participants have received technical assistance related to asset management. Furthermore, 94% of individuals receiving technical assistance have reported an increase of their skills through participation in the program.

Additionally, Infrastructure Canada worked with partners to support projects that increase the resilience of communities to increasingly extreme weather events. As part of this, the DMAF aims at strengthening community resilience by reducing the socio-economic impacts of climate change and focusing on investments that mitigate the risk of infrastructure failure due to natural hazards. Infrastructure Canada also prepared for the launch of a new call for proposals under DMAF that will support projects with the greatest impact, whether they are in small, rural and Indigenous communities, or large urban centres.

The Department also contributed to sustainable and resilient communities through its ICIP approvals. In 2020-21, Infrastructure Canada approved 9 projects under the ICIP worth \$11 million that contributed to increased natural capacity to adapt to climate change impacts, natural disasters and/or extreme weather events.

Infrastructure Canada also advanced key components of its Departmental Data Strategy, including initiatives aimed at improving data standards for new programs and delivery of a conceptual social data mapping tool.

Result 3: Rate of economic growth is increased in an inclusive and sustainable way

In supporting the CIB and following the ICIP, the Department advanced projects and initiatives aimed at increasing economic growth in an inclusive and sustainable way and creating and supporting good middle class jobs. Infrastructure Canada collaborated with other federal departments and agencies to design and deliver policies, programs and services that better meet the needs of rural communities.

Part of Infrastructure Canada's work to increase economic growth with a focus on inclusion was continuing to implement the Community Employment Benefits (CEB) initiative under the ICIP. The CEB aims to increase economic growth and create good middle class jobs that improve quality of life by encouraging employment of apprentices, veterans, women, youth, persons with disabilities, recent immigrants and Indigenous peoples, while supporting small and medium enterprises and social enterprises. There were 34 projects in 2020-21 that required a CEB analysis, of which 23 were approved.

Another important part of inclusive economic growth and participation of all Canadians in the economy is investing in infrastructure for high-speed internet. In 2020-21, Infrastructure Canada worked with other departments and the CIB to make significant investments in high-speed internet in order to connect Canadian homes and businesses. In fact, the CIB has committed to investing \$2 billion in broadband initiatives through its Growth Plan. Meanwhile, it has also announced a \$130-million investment in the Southern Manitoba Fibre broadband project and is engaged in the Kivalliq Hydro-Fibre Link in Nunavut. The Department also worked with Innovation, Science, and Economic Development Canada to ensure that the launch of the Universal Broadband Fund in November 2020 would contribute to bringing high-speed internet to all Canadians, including those in rural and remote locations. The Government of Canada's goal is to connect 100% of Canadians by 2030. The Universal Broadband Fund includes a Rapid Response Stream to which \$150 million is dedicated for projects that can be started and completed quickly.

Moreover, Infrastructure Canada funded other projects specific to rural and northern communities, supporting inclusive and sustainable growth. Infrastructure Canada collaborated with other federal departments and agencies to design and deliver policies, programs and services that better meet the needs of rural communities. The Department convened partners spanning federal mandates such as heritage, agriculture, and tourism, supported by the rural lens guidance. Under the Rural Economic Development Strategy, in addition to funding broadband initiatives, the Department provided rural information and advice in support of the National Housing Co-Investment Fund, which seeks to ensure that existing rental housing is not lost to disrepair and that new, high-performing, affordable housing is built. As of March 31, 2021, the Government has committed to the construction of 2,270 units in rural areas, including 1,950 affordable housing units. Furthermore, under the Rural Economic Development Strategy, the Department continued to support infrastructure improvements through the Canada Community-Building Fund. The program enables a wide range of projects under 18 eligible project categories, with the most popular categories being public transit, local roads and bridges, and wastewater. In response to COVID-19, Infrastructure Canada has accelerated payments under the Fund, and the Government of Canada announced an additional \$2.2 billion top-up for 2020-2021.

Result 4: Improved urban mobility in Canadian communities

In 2020-21, the Department made progress in funding public transit infrastructure, including accessible vehicles and stations. Infrastructure Canada is using the long-term \$20.3-billion public transit stream of the ICIP to help increase the proportion of rail and transit way vehicles and stations that are accessible. Under the IBAs signed with each province and territory, all projects, including transit projects, are required to meet or exceed the requirements of the highest published accessibility standard in a jurisdiction, in addition to applicable provincial building codes and relevant municipal by-laws.

The Department also advanced urban mobility with its bridge projects. Infrastructure Canada continued to invest in urban transit, including working closely with the proponent of the Réseau express métropolitain project (REM Inc.) to advance construction of the light rail transit system within the Samuel De Champlain Bridge's dedicated transit corridor. Infrastructure Canada also worked with JCCBI and partners such as the Ministère des Transports du Québec on a variety of urban mobility projects including multiple-use pathways.

Result 5: Environmental quality is improved, greenhouse gas (GHG) emissions are reduced and resilience of communities is increased

In the 2020-21 fiscal year, Infrastructure Canada worked to address climate change and GHG emissions while collaborating on projects to increase the resilience of communities. This included funding programs to support the transition to clean energy and promote greener municipalities.

Through various federal Off-Diesel and Coal Transition initiatives, the Government of Canada supported the economic diversification of rural, northern and remote communities that rely on fossil fuels so that they can transition to cleaner energy sources. Specifically, through the Canada Coal Transition Initiative – Infrastructure Fund (CCTI-IF), impacted communities can obtain funds to undertake infrastructure investments that are expected to contribute to an improvement in their economic diversity as they transition away from coal-fired electrical generation.

In the area of greener municipalities, Infrastructure Canada worked with the Federation of Canadian Municipalities (FCM) in 2020-21 to help municipalities reduce GHG emissions and increase their skills related to climate change mitigation and adaptation through capacity building activities and technical assistance.

In addition, through the Municipalities for Climate Innovation Program, 87% of participants in targeted municipalities have reported an increase in their awareness of the need to reduce greenhouse gases, as well as the need to adapt to climate change. 552 municipalities were reached by awareness-raising activities.

At the same time, the Department's representation on the Green Municipal Fund Council ensures that projects align with and/or support departmental GHG objectives. This is one aspect of the variety of sustainability practices that the Fund implements to build resiliency in Canadian communities.

Finally, to increase awareness of climate risks associated with new infrastructure projects, the Department continued implementing a climate lens assessment at the project review stage of the ICIP for climate related projects and projects over a \$10 million threshold. In fact, In 2020-

21, about 100 projects - representing over \$1 billion in contribution funding and having total eligible costs of over \$2.6 billion - submitted a climate lens assessment to Infrastructure Canada for review.

Result 6: Canadian communities are inclusive and accessible

Infrastructure Canada made notable strides in investing in inclusive and accessible infrastructure at the community level. In 2020-21, \$384 million of ICIP's \$1.3-billion Community, Culture and Recreation stream was approved and allocated to 456 projects.

The Department is also working with partners to build and renovate collective infrastructure assets and improve their accessibility. As of March 31, 2021, 99.8% of assets approved under the Community, Culture and Recreation ICIP stream are reporting hitting the target of meeting the highest applicable accessibility standard in their respective jurisdictions.

Gender-based analysis plus (GBA plus)

Infrastructure Canada is committed to ensuring inclusive outcomes of infrastructure investments and is working toward developing a GBA plus culture and implementing GBA plus analysis in its daily activities. In 2020-21, Infrastructure Canada's GBA plus responsibility centre continued to provide support to program and policy teams across the organization to develop evidence-based GBA plus analyses for Memoranda to Cabinet, Treasury Board Submissions and budget proposals, as well as new and ongoing policy and program development more broadly.

To support the development of GBA plus analytical capacity within Infrastructure Canada and across the federal government, Infrastructure Canada's Centre for Rural Economic Development participated in an interdepartmental working group led by Women and Gender Equality Canada (WAGE). The Centre for Rural Economic Development worked with WAGE to identify opportunities for the Centre's Rural Lens to support an intersectional approach to GBA plus and contributed its expertise on rurality to support interdepartmental efforts to strengthen GBA plus considerations. In addition, the Department's GBA plus responsibility centre liaised with WAGE and the Government of Canada's GBA plus Interdepartmental Network to support knowledge sharing and dissemination on best practices in GBA plus.

The Department's GBA plus responsibility centre supported Infrastructure Canada's Diversity, Inclusion and Official Languages Co-Champions as part of the Department's ongoing commitment to promote an inclusive workplace. The work included socializing the policy direction to Modernize the Government of Canada's Sex and Gender Information Practices with employees and executives, and the launch of sub-committees focused on Diversity and Inclusion, GBA plus and LGBTQ2+, Official Languages and Accessibility-related issues, as well as the launch of a departmental Black, Indigenous, and Persons of Colour (BIPOC) Network for employees to share experiences and resources.

The Department continued to leverage its GBA plus capacity to inform both ongoing and planned investments in public transit to ensure that public transit improves the quality of life for diverse groups of people in communities across Canada. In addition, the Department continued to monitor the implementation of the Community Employment Benefits reporting initiative to encourage project planners and communities across the country to take advantage of their infrastructure projects to support the diversification of recruitment, training and procurement practices.

Experimentation

Two key experiments delivered by the Department in 2020-21 were the Smart Cities Challenge and the Canada Healthy Communities Initiative (CHCI). The Smart Cities Challenge is a pan-Canadian competition open to all municipalities, local or regional governments, and Indigenous communities. The Challenge 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. The results being sought reflect priorities in communities and align with 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. As part of this initiative, Infrastructure Canada works closely with winners of the first competition of the Challenge to track and monitor performance outcomes and lessons learned.

The Canada Healthy Communities Initiative (CHCI) is providing up to \$31 million in existing federal funding over two years to help communities adapt public spaces and local services in a way that meets people's needs both during and following the COVID-19 pandemic. Launched in August 2020, the initiative provides grants to support projects under the following themes: create safe and vibrant public spaces; improve mobility options; and offer digital solutions. As part of the broader Government of Canada response to COVID-19, funding for CHCI is sourced from repurposed funds for a second Smart Cities Challenge competition. Like the Smart Cities Challenge, CHCI encourages community-led innovation – including data-driven and digital solutions – to improve the lives of residents. Community Foundations of Canada (CFC) was selected by Infrastructure Canada through an open and competitive call for applications to work directly with communities to identify and fund local projects and solutions to challenges presented by COVID-19. Following two application rounds held during Winter and Spring 2021, CFC will be sharing results over Winter 2022 and these will be reflected in future departmental reports.

2030 Agenda for Sustainable Development

Infrastructure Canada is contributing to advancing Sustainable Development Goals (SDGs) by supporting various UN 2030 agenda initiatives. The Department is committed to supporting this work by co-leading on two goals, in particular SDG Goal #9 to *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation* and SDG Goal #11 to *Make cities and human settlements inclusive, safe, resilient and sustainable*. In addition to co-leading on these two goals, the Department is also supporting various additional SDG goals that are of relevance to the Infrastructure Canada mandate. Finally, the Department has committed to support and develop key infrastructure-related indicators under the Canadian Indicator Framework, as led by Statistics Canada.

Results achieved

Results tables below outline the six departmental results and their progress over the last three years.

Result 1

Departmental result	Performance indicators	Target ¹	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Result 1: Infrastructure projects are funded and supported by Infrastructure Canada	1.1: Infrastructure Canada funding committed to projects ²	\$6,436,381,820 ³	March 2021	\$8,472,838,904	\$6,037,912,300	\$3,610,134,441
	1.2: Value of Infrastructure Canada's funding contribution in the fiscal year ⁴	\$7,679,595,811	March 2021	\$5,449,773,453	\$7,616,737,618	\$5,300,448,253
	1.3: Implementation status and oversight of major bridge projects ⁵	Yes	March 2021	Yes	Yes	Yes

¹ Figures appearing in tables for results 1 to 6 are dependent on program cycles.

² Total federal funding committed (or approved) to new projects in the fiscal year. It excludes funding delivered through the Canada Community-Building Fund (since the latter has no review process to formally approve specific projects) and funding for major bridge projects.

³ Target is based on historical averages and known PT planned projects expected to be submitted in the fiscal year.

⁴ This figure reflects Vote 10 plus Gas Tax Fund.

⁵ This is a qualitative indicator to report on whether the projects are being implemented as planned.

Result 2

Departmental result	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Result 2: Public infrastructure is managed in a more sustainable way	2.1: Total annual investments from all levels of government in infrastructure projects supported by Infrastructure Canada ⁶	\$16,053,123,500	March 2021	\$20,931,752,734	\$14,247,489,286	\$7,388,910,403
	2.2: Percentage of municipalities that strengthened their asset management practices as a result of federal funding ⁷	At least 1.3%	March 2021	9%	4.5%	7.4%
	2.3: Change in remaining useful life of infrastructure assets ⁸	At least 56.9%	March 2021	56.6%	56.1%	55.8%

⁶ This indicator captures the total value of the infrastructure projects that were approved by Infrastructure Canada in the fiscal year. It reflects the total investments from all orders of government in these projects, including Infrastructure Canada's own investments.

⁷ Number of municipalities that completed one or more capacity building projects under Infrastructure Canada contribution programs during the fiscal year, including the Asset Management Fund administered by the Federation of Canadian Municipalities. Also included is an estimate of the number of municipalities that completed one or more capacity building projects under the Canada Community-Building Fund, based on reports from past years. The total number of municipalities is translated into a percentage based on the number of municipalities that received the Canada Community-Building Fund.

⁸ This target represents the average of remaining useful life in infrastructure assets as a percentage. Source: Infrastructure Economic Account (INFEA), Statistics Canada (accessed Sept 2, 2020). INFEA measures remaining useful life as a percent to normalize results across all asset types, therefore the actual results represent the average overall remaining useful life of Canada's infrastructure assets. Change can be seen by comparing one year to the next. Fiscal year figures are drawn from calendar year data (i.e. 2017-18 comes from 2017 data). Because data are regularly updated, past years' actual figures differ from those currently available. To ensure consistency, figures provided in previous Departmental Results Reports have not been updated.

Result 3

Departmental result	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Result 3: Rate of economic growth is increased in an inclusive and sustainable way	3.1: Change in real GDP attributable to federal investments in infrastructure ⁹	At least \$47.3 billion ¹⁰	March 2021	\$45.0 billion	48.1 billion	\$46.3 billion

Result 4

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Result 4: Improved urban mobility in Canadian communities	4.1: Percentage of Canadians living within 400 metres of a transit station or stop ¹¹	TBD ¹²	TBD	77.5% ¹³	86.5% ¹⁴	86.5%
	4.2: Modal share of public transit and active transportation	At least 24.2%	December 2028	19.3% ¹⁵	19.3% ¹⁴	19.3% ¹⁴

⁹ While the wording of this indicator refers to “federal” investments, only data related to “public” investments in infrastructure is available at this time (“Public” refers to investments from any federal, provincial, territorial or municipal government). Because data are regularly updated, past years’ actual figures differ from those currently available. To ensure consistency, figures provided in previous Departmental Results Reports have not been updated.

¹⁰ This target represents the value added to the Canadian economy from public infrastructure investments. The value added is equivalent to the gross output of the production of infrastructure assets less intermediate inputs and imports. Source: Infrastructure Economic Account (INFEA), Statistics Canada (accessed Dec 23, 2019). This target represents the value of GDP in current dollars attributed to investments for public infrastructure assets.

¹¹ This indicator relies on data generated bi-annually by the Canadian Core Public Infrastructure Survey (CCPI). This measure is based on data collected from public transit authorities and governments that were sampled for the CCPI. Respondents were asked to report the percentage of residents within their service area that lived within 400 m of a bus stop or station. The figure represents an average of these percentages at the national level and has been included in this report as a proxy.

¹² Target is under development as discussions are ongoing with provinces and territories.

¹³ The 2018–19 results are drawn from the 2016 results of CCPI – repeating the value captured for 2016–17. See the note above for important information on this data point.

¹⁴ Statistics Canada. Table 23-10-0286-01 Proximity to Public Transportation in Canada's Metropolitan Cities, and related Commuting Data, accessed September 3, 2020. The figure is estimated based on the total sum of the population living within 500 meters of a public transit stop* as a percentage of the total population, across Canada's Census Metropolitan Areas, as taken from the 2016 Census of Population. *Geo-located lists of bus stops provided directly by the municipalities or available on their Open Data website during fall 2019.

¹⁵ The 2018–19 results for modal share are drawn from the 2016 Census – repeating the value captured for 2016–17.

Result 5

Departmental result	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Result 5: Environmental quality is improved, GHG emissions are reduced and resilience of communities is increased	5.1: Percentage of municipalities that built or enhanced their capacity to reduce GHG emissions and adapt to climate change as a result of federal funding ¹⁶	At least 3.5%	March 2021	3.5%	4.9%	4.9%
	5.2: Percentage of municipalities that built or enhanced their drinking water system as a result of federal funding ¹⁷	At least 4.9%	March 2021	7.8%	9.4%	10.8%
	5.3: Percentage of municipalities that built or enhanced their wastewater treatment system as a result of federal funding ¹⁸	At least 3.4%	March 2021	8.3%	8.2%	10.5%

¹⁶ Number of municipalities that completed one or more green energy or disaster mitigation projects under Infrastructure Canada contribution programs during the fiscal year. It includes the projects administered by the Federation of Canadian Municipalities. Also included is an estimate of the number of municipalities who completed one or more green energy or disaster mitigation projects under the Canada Community-Building Fund, based on reports from past years. The total number of municipalities is translated into a percentage based on the number of municipalities receiving the Canada Community-Building Fund.

¹⁷ Number of municipalities that completed one or more drinking water projects under Infrastructure Canada contribution programs during the fiscal year. Also included is an estimate of the number of municipalities who completed one or more drinking water projects under the Canada Community-Building Fund, based on reports from past years. The total number of municipalities is translated into a percentage based on the number of municipalities receiving the Canada Community-Building Fund.

¹⁸ Number of municipalities that completed one or more wastewater projects under Infrastructure Canada contribution programs during the fiscal year. Also included is an estimate of the number of municipalities who completed one or more wastewater projects under the Canada Community-Building Fund, based on reports from past years. The total number of municipalities is translated into a percentage based on the number of municipalities receiving the Canada Community-Building Fund.

Result 6

Departmental result	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Result 6: Canadian communities are inclusive and accessible	6.1: Number of community, cultural and recreational facilities that were enhanced or built as a result of federal funding, and are accessible ¹⁹	84	March 2021	201	336	416
	6.2: Number of public transit systems that were enhanced or built as a result of federal funding, and are accessible ²⁰	48	March 2021	226	114	67

¹⁹ Number of culture, recreation, sport, and active transportation projects completed under Infrastructure Canada contribution programs during the fiscal year. Also included is an estimate of the number of culture, recreation, sport, and active transportation projects under the **Canada Community-Building Fund**, based on reports from past years.

²⁰ Number of transit projects completed under Infrastructure Canada contribution programs during the fiscal year. Also included is an estimate of the number of transit projects under the Canada Community-Building Fund, based on reports from past years.

Budgetary financial resources (dollars)

2020–21 Main Estimates	2020–21 Planned spending	2020–21 Total authorities available for use	2020–21 Actual spending (authorities used)	2020–21 Difference (Actual spending minus Planned spending)
7,802,585,286	7,802,585,286	7,977,426,505	5,431,853,479	(2,370,731,807)

Human resources (full-time equivalents)

2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2020–21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
256	258	2

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

Actual spending was 30% below planned spending for 2020-21 in the Public Infrastructure core responsibility. This variance is mainly due to Grants & Contributions expenditures being lower than expected as a result of Contribution agreements for large projects remaining unsigned due to negotiations taking longer than expected. In addition, delays associated with COVID-19 distancing and lock-down measures had a direct impact on ultimate recipients' operations and ability to advance projects as planned. For example, new projects were delayed due to the shortage of labour, delays in supply chains, increased material costs and delays in Indigenous consultations due to travel restrictions in Indigenous communities.

Internal Services

In the 2020-21 fiscal year, Infrastructure Canada developed a crucial Long-Term Resourcing Strategy which will allow it to focus on longer term planning and investing to better serve Canadians. In terms of diversity and inclusion, the Department launched a self-identification campaign to portray a full and accurate profile of Infrastructure Canada's workforce. Additionally, the Department launched the Positive Space training and Thematic Learning Plans on Diversity and Inclusion.

Additionally, the Department has a five-year Integrated Audit and Evaluation Plan that is developed annually. This Plan is intended to provide independent, objective and evidence-based analysis and insight to senior management on departmental priorities and risks to support the effective and efficient achievement of results, fostering continuous improvement for Canadians. In early summer 2020, Infrastructure Canada significantly adjusted its 2020-21 Plan to meet departmental needs related to the COVID-19 pandemic. This adjusted Plan was fully implemented within the 2020-21 fiscal year. Internal Audit and Evaluation reports can be found at www.infrastructure.gc.ca.

Budgetary financial resources (dollars)

2020-21 Main Estimates	2020-21 Planned spending	2020-21 Total authorities available for use	2020-21 Actual spending (authorities used)	2020-21 Difference (Actual spending minus Planned spending)
57,971,907	57,971,907	63,251,992	60,534,414	2,562,507

Human resources (full-time equivalents)

2020-21 Planned full-time equivalents	2020-21 Actual full-time equivalents	2020-21 Difference (Actual full-time equivalents minus Planned full-time equivalents)
267	444	177

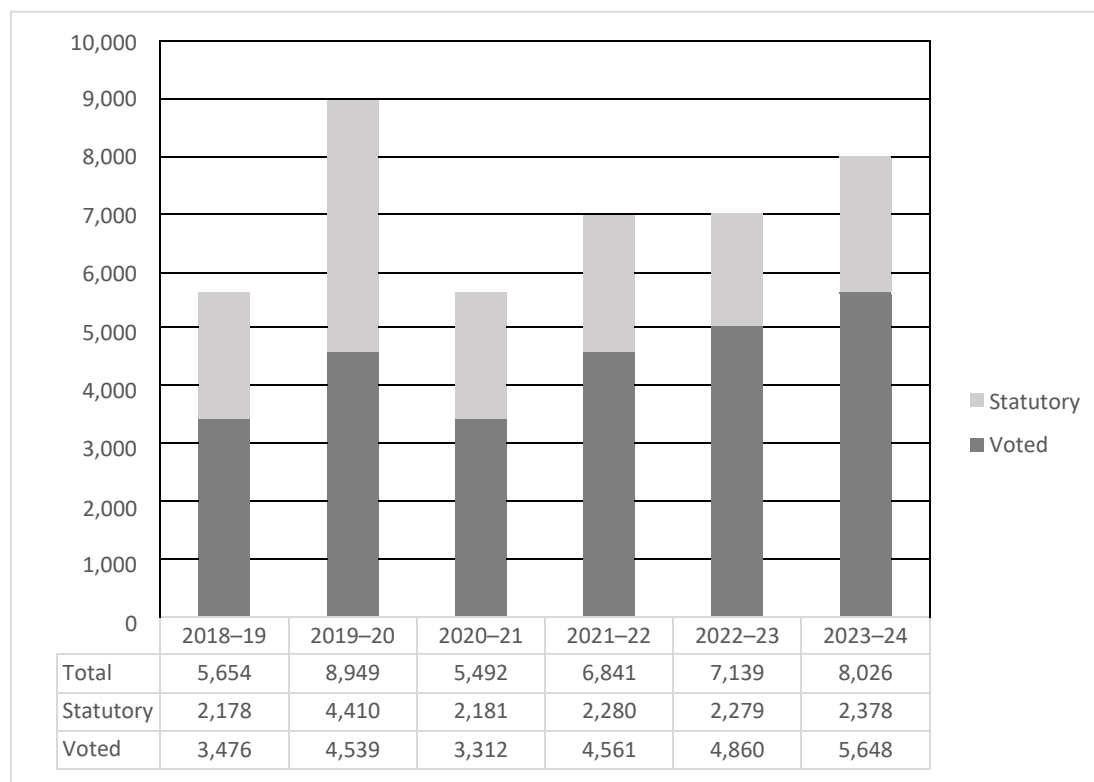
Actual spending was 4.4% above planned spending for 2020-21 in the Internal Services core responsibility.

Actual full-time equivalents were 66% above planned full-time equivalents for 2020-21 in the Internal Services core responsibility. This variance is due to an increase in funding and associated full-time equivalents received in the 2020-21 approved Treasury Board submission for the Strengthening Stewardship of Canadian Infrastructure: Long-Term Resourcing Strategy as well as INFC risk-managed positions to support key areas where capacity was insufficient to manage workload and improve effectiveness through stronger tools and business processes as well as to position the department for success in delivering an unprecedented influx of new programming.

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



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

Fiscal years 2018-19, 2019-20 and 2020-21 represent actual expenditures as reported in the Public Accounts.

In 2020-21 Infrastructure Canada's total spending was \$5.5 billion, a decrease of approximately \$3.5 billion from the previous year.

Voted spending decreases are largely due to more infrastructure projects being completed, or reaching construction milestones that triggered payments from Infrastructure Canada in 2019-20, including a large milestone payment for the SDCBC

Statutory funding from the federal Canada Community-Building Fund received a top-up in the amount of \$2.1 billion in 2019-20, bringing the total to \$4.3 billion for this program.

Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core responsibilities and Internal Services	2020–21 Main Estimates	2020–21 Planned spending	2021–22 Planned spending	2022–23 Planned spending	2020–21 Total authorities available for use	2018–19 Actual spending (authorities used)	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)
Public Infrastructure	7,802,585,286	7,802,585,286	Not applicable	Not applicable	7,977,426,505	5,592,897,292	8,891,374,387	5,431,853,479
1. Public Infrastructure, Communities and Rural Economic Development Policy	Not applicable ²¹	Not applicable	27,590,754	26,975,720	Not applicable	Not applicable	Not applicable	Not applicable
2. Public Infrastructure and Communities Investments	Not applicable	Not applicable	15,330,043	15,330,043	Not applicable	Not applicable	Not applicable	Not applicable
3. Public Infrastructure and Communities Investment Oversight and Delivery	Not applicable	Not applicable	6,755,898,794	6,755,898,794	Not applicable	Not applicable	Not applicable	Not applicable
Subtotal	7,802,585,286	7,802,585,286	6,798,819,591	6,798,204,557	7,977,426,505	5,592,897,292	8,891,374,387	5,431,853,479
Internal Services	57,971,907	57,971,907	41,993,815	41,070,343	63,251,992	61,354,440	57,493,166	60,534,414
Total	7,860,557,193	7,860,557,193	6,840,813,406	6,839,274,900	8,040,678,497	5,654,251,732	8,948,867,553	5,492,387,893

Total authorities available for use in 2020-21 (\$8.0 billion) were greater than the actual spending in 2020-21 (\$5.5 billion). The variance of \$2.5 billion is mainly due to the emergence of COVID-19 having a direct impact on ultimate recipients' operations and delays in project submissions to INFC, therefore resulting in lower approvals compared to the levels originally planned.

²¹ In 2020, Infrastructure Canada amended its DRF, including going from 1 Core Responsibility in 2020 to 3 Core Responsibilities in 2021-2022. The 2020-21 Core Responsibility was Public Infrastructure.

Actual human resources

Human resources summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 Actual full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2020–21 Actual full-time equivalents	2021–22 Planned full-time equivalents	2022–23 Planned full-time equivalents
Public Infrastructure	266	275	256	258	Not applicable	Not applicable
1. Public Infrastructure, Communities and Rural Economic Development Policy	Not applicable	Not applicable	Not applicable	Not applicable	137	132
2. Public Infrastructure and Communities Investments	Not applicable	Not applicable	Not applicable	Not applicable	132	127
3. Public Infrastructure and Communities Investment Oversight and Delivery	Not applicable	Not applicable	Not applicable	Not applicable	205	199
Subtotal	266	275	256	258	474	458
Internal Services	261	365	267	444	272	264
Total	527	640	523	702	746	722

Actual full-time equivalents were 34% above planned full time equivalents in 2020-21. This variance is due to an increase in funding and associated full-time equivalents received in 2020-21 to strengthen stewardship of Canadian infrastructure as well as INFC risk-managed positions to support key areas where capacity was insufficient to manage workload and improve effectiveness through stronger tools and business processes as well as to position the Department for success in delivering an unprecedented influx of new programming to respond to the pandemic.

Expenditures by vote

For information on Infrastructure Canada's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2020–2021](#).ⁱⁱ

Government of Canada spending and activities

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

Financial statements and financial statements highlights

Financial statements

Infrastructure Canada's financial statements (unaudited) for the year ended March 31, 2021, are available on the departmental website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial information	2020–21 Planned results	2020–21 Actual results	2019–20 Actual results	Difference (2020–21 Actual results minus 2020– 21 Planned results)	Difference (2020–21 Actual results minus 2019– 20 Actual results)
Total expenses	7,879,732,686	7,687,389,978	5,537,118,546	(192,342,708)	2,150,271,432
Total revenues	0	0	0	0	0
Net cost of operations before government funding and transfers	7,879,732,686	7,687,378,287	5,537,118,546	(192,342,708)	2,150,271,432

Condensed Statement of Financial Position (unaudited) as of March 31, 2021 (dollars)

Financial information	2020–21	2019–20	Difference (2020–21 minus 2019–20)
Total net liabilities	4,060,571,481	2,024,468,698	2,036,102,783
Total net financial assets	1,102,610,946	1,132,965,352	(30,354,406)
Departmental net debt	2,957,960,535	891,503,346	2,066,457,189
Total non-financial assets	2,738,161,569	2,887,430,667	(149,269,098)
Departmental net financial position	(219,798,966)	1,995,927,321	(2,215,726,287)

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](#),^{iv} 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 \(WDBA\)](#),^v 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 public-private partnership. 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](#),^{vi} a Crown corporation, uses federal support to attract private sector and institutional investment to new revenue-generating infrastructure projects that are in the public interest. The CIB leverages the capital and expertise of the private sector and 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 [Centre for Rural Economic Development](#)^{vii} was established following the appointment of a Minister of Rural Economic Development in January 2019 and the subsequent launch of the Rural Economic Development Strategy. The Centre provides leadership for strong and resilient rural communities as an integral part of the Canadian economy. It does so by providing a focus on rural needs, working across departments and agencies (particularly with the Regional Development Agencies for rural community development, and collaborating with Innovation, Science and Economic Development Canada on rural broadband), with other orders of government, and a range of stakeholders.

The Minister of Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the [Toronto Waterfront Revitalization Initiative \(TWRI\)](#),^{viii} 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),^{ix}
- [Order in Council P.C. 2004-0325](#),^x
- The following pieces of legislation related to the Gas Tax Fund:
 - [Keeping Canada's Economy and Jobs Growing Act](#), S.C. 2011, c. 24^{xi}
 - [Economic Action Plan 2013 Act](#), No. 1, S.C. 2013, c. 33, section 233^{xii}
- 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](#)^{xiii}
 - [Order in Council P.C. 2014-0144](#)^{xiv}
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
 - [Crossing Agreement](#)^{xv}
 - [Bridge to Strengthen Trade Act](#), S.C. 2012, c. 31, s. 179^{xvi}
 - [Order in Council P.C. 2012-1350](#)^{xvii}
 - [Order in Council P.C. 2015-1236](#)^{xviii}
 - [Order in Council P.C. 2015-1237](#)^{xix}
 - [Order in Council P.C. 2015-1238](#)^{xx}
- The following Orders in Council related to Waterfront Toronto:
 - [Order in Council P.C. 2015-1239](#)^{xxi}
 - [Order in Council P.C. 2015-1240](#)^{xxii}
- The following legislation and Order in Council related to the Canada Infrastructure Bank:
 - [Canada Infrastructure Bank Act, S.C. 2017, c. 20, s. 403](#)^{xxiii}
 - [Order in Council P.C. 2017-1007](#)^{xxiv}
- [Order in Council P.C. 2021-0924](#)^{xxv}
- [Order in Council P.C. 2021-0952](#)^{xxvi}
- [Order in Council P.C. 2021-0949](#)^{xxvii}
- [Order in Council P.C. 2021-0948](#)^{xxviii}
- [Order in Council P.C. 2021-0947](#)^{xxix}

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

"Raison d'être, mandate and role: who we are and what we do" is available on the Infrastructure Canada website.

For more information on the department's organizational mandate letter commitments, see the [Ministers' mandate letters](#)

Operating context

Information on the operating context is available on the Infrastructure Canada website.

Reporting framework

Infrastructure Canada's Departmental Results Framework and Program Inventory of record for 2020–21 are shown below.

Departmental Results Framework	Core Responsibility: Public Infrastructure		Internal Services
	Departmental Result 1:	Indicator 1.1: INFC funding committed to projects	
	Infrastructure projects are funded and supported by Infrastructure Canada	Indicator 1.2: Value of INFC's funding contribution in the fiscal year	
		Indicator 1.3: Implementation status and oversight of major bridge projects	
	Departmental Result 2:	Indicator 2.1: Total annual investments from all levels of government in infrastructure projects supported by INFC	
	Public infrastructure is managed in a more sustainable way	Indicator 2.2: Percentage of municipalities that strengthened their asset management practices as a result of federal funding	
		Indicator 2.3: Change in remaining useful life of infrastructure assets	
	Departmental Result 3:	Indicator 3.1: Change in real GDP attributable to federal investments in infrastructure	
	Rate of economic growth is increased in an inclusive and sustainable way		
	Departmental Result 4:	Indicator 4.1: Percentage of Canadians living within 400 metres of a transit station or stop	
	Improved urban mobility in Canadian communities	Indicator 4.2: Modal share of public transit and active transportation	
		Indicator 5.1: Percentage of municipalities that built or enhanced their capacity to reduce GHG emissions and adapt to climate change as a result of federal funding	
	Departmental Result 5:	Indicator 5.2: Percentage of municipalities that built or enhanced their drinking water system as a result of federal funding	
	Environmental quality is improved, GHG emissions are reduced and resilience of communities is increased	Indicator 5.3: Percentage of municipalities that built or enhanced their wastewater treatment system as a result of federal funding	
		Indicator 6.1: Number of community, cultural and recreational facilities that were enhanced or built as a result of federal funding, and that are accessible	
	Departmental Result 6:	Indicator 6.2: Number of public transit systems that were enhanced or built as a result of federal funding, and that are accessible	
	Canadian communities are inclusive and accessible		

Program Inventory	Investing in Canada Phase 1 – Funding Allocations for Provinces and Territories
	Investing in Canada Phase 1 – Funding for Federation of Canadian Municipalities
	Investing in Canada Infrastructure Program
	Gas Tax Fund – Permanent Funding for Municipalities
	New Building Canada Fund – National Infrastructure Component
	New Building Canada Fund – Funding Allocations for Provinces and Territories
	Historical Programs
	New Champlain Bridge Corridor
	Gordie Howe International Bridge Team
	Toronto Waterfront Revitalization Initiative
	Smart Cities Challenge
	Disaster Mitigation and Adaptation Fund
	Research and Knowledge Initiative

Supporting information on the program inventory

Financial, human resources and performance information for Infrastructure Canada's Program Inventory is available in [GC InfoBase](#).^{xxx}

Supplementary information tables

The following supplementary information tables are available on Infrastructure Canada's website:

- ☐ [Details on transfer payment programs](#)
- ☐ [Gender-based analysis plus](#)
- ☐ [Responses to parliamentary committees and external audits](#)
- ☐ [Horizontal initiatives](#)

Federal tax expenditures

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

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 Website: www.infrastructure.gc.ca^{xxxiii}

Appendix: definitions**appropriation** (*crédit*)

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

budgetary expenditures (*dépenses budgétaires*)

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

core responsibility (*responsabilité essentielle*)

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

Departmental Plan (*plan ministériel*)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

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

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

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

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

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing

outreach tools or an old website to see which one leads to more engagement, 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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

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 2020–21 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative (*initiative horizontale*)

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

non-budgetary expenditures (*dépenses non budgétaires*)

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

performance (*rendement*)

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

performance indicator (*indicateur de rendement*)

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

performance reporting (*production de rapports sur le rendement*)

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

plan (*plan*)

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

planned spending (*dépenses prévues*)

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

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

program (*programme*)

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

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

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

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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- ⁱ GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
 - ⁱⁱ Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
 - ⁱⁱⁱ GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
 - ^{iv} Jacques Cartier and Champlain Bridges Incorporated, <https://jacquescartierchamplain.ca/?lang=en>
 - ^v Windsor-Detroit Bridge Authority (WDBA), <https://www.gordiehoweinternationalbridge.com/fr>
 - ^{vi} Canada Infrastructure Bank, <https://cib-bic.ca/en/>
 - ^{vii} Centre for Rural Economic Development, <https://www.infrastructure.gc.ca/rural/index-eng.html>
 - ^{viii} Toronto Waterfront Revitalization Initiative, <https://www.infrastructure.gc.ca/twri-irrt-eng.html>
 - ^{ix} Canada Strategic Infrastructure Fund Act, <https://laws-lois.justice.gc.ca/eng/acts/c-10.3/page-1.html>
 - ^x Order in Council P.C. 2004-0325, <https://orders-in-council.canada.ca/attachment.php?attach=6282&lang=en>
 - ^{xi} Keeping Canada's Economy and Jobs Growing Act, https://laws-lois.justice.gc.ca/eng/annualstatutes/2011_24/page-1.html
 - ^{xii} Economic Action Plan 2013 Act, https://laws-lois.justice.gc.ca/eng/annualstatutes/2013_33/page-1.html
 - ^{xiii} New Bridge for the St. Lawrence Act, <https://laws-lois.justice.gc.ca/eng/acts/N-22.6/index.html>
 - ^{xiv} Order in Council P.C. 2014-0144, <https://orders-in-council.canada.ca/attachment.php?attach=28923&lang=en>
 - ^{xv} Crossing Agreement, <http://partnershipborderstudy.com/crossing-agreement.asp>
 - ^{xvi} Bridge to Strengthen Trade Act, <https://laws-lois.justice.gc.ca/eng/acts/B-8.05/FullText.html>
 - ^{xvii} Order in Council P.C. 2012-1350, <https://orders-in-council.canada.ca/attachment.php?attach=26598&lang=en>
 - ^{xviii} Order in Council P.C. 2015-1236, <https://orders-in-council.canada.ca/attachment.php?attach=31598&lang=en>
 - ^{xix} Order in Council P.C. 2015-1237, <https://orders-in-council.canada.ca/attachment.php?attach=31599&lang=en>
 - ^{xx} Order in Council P.C. 2015-1238, <https://orders-in-council.canada.ca/attachment.php?attach=31600&lang=en>
 - ^{xxi} Order in Council P.C. 2015-1239, <https://orders-in-council.canada.ca/attachment.php?attach=31601&lang=en>
 - ^{xxii} Order in Council P.C. 2015-1240, <https://orders-in-council.canada.ca/attachment.php?attach=31602&lang=en>
 - ^{xxiii} Canada Infrastructure Bank Act, <https://laws-lois.justice.gc.ca/eng/acts/C-6.18/FullText.html>
 - ^{xxiv} Order in Council P.C. 2017-1007, <https://orders-in-council.canada.ca/attachment.php?attach=34913&lang=en>
 - ^{xxv} Order in Council P.C. 2021-0924, <https://orders-in-council.canada.ca/attachment.php?attach=41252&lang=en>
 - ^{xxvi} Order in Council P.C. 2021-0952, <https://orders-in-council.canada.ca/attachment.php?attach=41280&lang=en>
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^{xxvii} Order in Council P.C. 2021-0949, <https://orders-in-council.canada.ca/attachment.php?attach=41277&lang=en>

^{xxviii} Order in Council P.C. 2021-0948, <https://orders-in-council.canada.ca/attachment.php?attach=41276&lang=en>

^{xxix} Order in Council P.C. 2021-0947, <https://orders-in-council.canada.ca/attachment.php?attach=41275&lang=en>

^{xxx} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

^{xxxi} Report on Federal Tax Expenditures, <https://www.canada.ca/en/departement-finance/services/publications/federal-tax-expenditures.html>

^{xxxii} Organizational contact information, www.infrastructure.gc.ca