

Infrastructure Canada

2023-24

Departmental Plan

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Minister of Intergovernmental Affairs,
Infrastructure and Communities

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From the Ministers

We are pleased to present Infrastructure Canada's 2023-24 Departmental Plan.

Within these pages, you will find details of the actions the Department will take in the year ahead to continue to improve the quality of life of Canadians. Together with key partners, we will work to develop policies and initiatives that create jobs and economic growth, support climate resilience and build a stronger and more inclusive Canada.

This year, we will continue to work towards a stronger economy and carry on our collective efforts to build back better; our public infrastructure investments will help create jobs, fight climate change, and raise the quality of life for all Canadians.

The Investing in Canada Infrastructure Program, an over \$33 billion allocation-based program, was initially designed to support Public Transit, Green Infrastructure, Community, Culture and Recreation Infrastructure, and Rural and Northern Communities Infrastructure. In response to the global COVID-19 pandemic, the program was later expanded to cover COVID-19 Resilience projects. Budget 2022 accelerated the deadline for provinces to submit priority projects for funding by March 31, 2023. As a result, in 2023-24, all provincial funding under the program will be fully committed with territories having until March 31, 2025, to submit priority projects.

Infrastructure Canada will also continue to support retrofits of existing community buildings as well as the construction of new resilient and net-zero buildings and outdoor facilities. Thanks to investments in community assets, Canadians will be able to gather safely in their communities, including in rural, northern and Indigenous communities, as we continue to move towards a net-zero carbon, climate resilient future.

In 2022, the Government of Canada released the National Adaptation Strategy which will serve as a blueprint to reach our 2050 goal. This will ensure all infrastructure systems in Canada are climate-resilient and undergo continuous adaptation to adjust for future impacts to deliver reliable, equitable, and sustainable services to all of society. At the same time, the Department will advance the Open-Access Climate Toolkits that will help infrastructure owners and investors develop projects that ensure Canada is on the path to a net-zero emission and resilient future.

In alignment with the Government of Canada's climate objectives, we will continue to build on the success of the Green and Inclusive Community Buildings program by investing in public infrastructure for Canadian communities, including rural, northern and Indigenous communities. Through the Disaster Mitigation and Adaptation Fund, we will continue to invest in structural and natural infrastructure projects to help protect communities, businesses, and families from future natural disasters. We will support local actions to address climate change risks while simultaneously reducing the driver of climate change through mitigating carbon emissions, protecting and preserving biodiversity and wildlife, and improving the environment through the Natural Infrastructure Fund.

The expansion and improvement of public transit and active transportation is essential. Our transit investments will continue to connect Canadians, drive economic, environmental and social benefits by providing people with more sustainable access to jobs, schools, services and recreation, and supporting housing priorities.

Continued investments through the Zero Emission Transit Fund, the Active Transportation Fund and the Rural Transit Solutions Fund will support sustainable transit and help municipalities and transit authorities with predictable, long-term planning and encourage the integration of transit and housing in communities. Funding for zero-emission buses and transportation and the development of sustainable transit systems will support the creation of jobs and promote the development of accessible, prosperous, and inclusive communities.

Through the renewal of the Canada Community-Building Fund, we will strengthen the transparency around this long-running program and tie access to this funding to actions by provinces, territories and municipalities to increase housing supply.

Our investments in transit community assets connect Canadians and allow for communities to ensure a harmonized approach to expansion that serves the needs of all. We are ensuring that transit and housing are built in tandem to build prosperous, accessible and resilient communities.

All Canadians deserve a safe and affordable place to call home. Infrastructure Canada will continue to take measured steps to respond to the homelessness crisis. We will continue to support Canadians and our partners as they seek to prevent and reduce homelessness, including among Veterans and in Indigenous communities. We are investing over \$580 million in incremental funding for Reaching Home: Canada's Homelessness Strategy, which includes \$18.1 million for the Action Research on Chronic Homelessness (ARCH) initiative that will inform the development of a broader strategy to eliminate chronic homelessness nation-wide in alignment with the Government's commitment. In addition, \$106.8 million over five years will support the launch of a new Veteran Homelessness Program, which will provide services and rent supplements to Veterans experiencing homelessness in partnership with community organizations. The Department will continue collaborating with the Canada Mortgage and Housing Corporation and other portfolio partners to better coordinate infrastructure and housing investments, and support policies and programs to address housing affordability and supply, and end chronic homelessness.

We know that Canadians' infrastructure needs are evolving. Launching Canada's first National Infrastructure Assessment will build on government investments to date in infrastructure-related data. This will help provide decision-makers with valuable information to highlight where infrastructure investments will have the greatest impact to promote vibrant communities across Canada. Promoting economic growth by facilitating the safe and efficient flow of people and goods remains a key priority for Infrastructure Canada. Substantial progress on important crossings, such as the Gordie Howe International Bridge and the Samuel De Champlain Bridge Corridor, will continue as we help to bring people together, create jobs, strengthen the economy and support Canadian communities.

We know we are not alone in our journey to build the infrastructure that Canadians need. With a focus on our shared priorities and building strong partnerships, Infrastructure Canada will work in collaboration with other federal departments, provinces, territories, municipalities, Indigenous communities and other partners to make investments toward a resilient and inclusive economic future while advancing reconciliation. When we work together, our shared investments go further and make greater impacts that will help to make Canada more sustainable and prosperous for generations to come.

The ongoing need for infrastructure investments in this country will require that we continue to find new and innovative ways to fund infrastructure. That is why Infrastructure Canada will continue to support the Canada Infrastructure Bank as it delivers on its mandate of providing funding for revenue-generating projects that benefit Canadians and support economic growth.

We invite you to review this year's Plan to see for yourself how, by investing in infrastructure, we are helping create strong communities, drive economic growth, and take measured strides to build a better Canada – a Canada that works for everyone.



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

Every day, Canadians navigate a complex and challenging economic landscape. Together, we are taking decisive and measured strides towards economic growth and a healthier, more resilient future. Infrastructure Canada (INFC) will continue working with all orders of government, Indigenous communities and other partners to enable investments in public transit, social, and green core public infrastructure. As in previous years, our goal is to achieve meaningful results to boost the economy and create jobs, strive towards a cleaner and healthier environment, and support more inclusive, accessible and sustainable communities that meet the diverse needs of all Canadians and improve quality of life. We will do this with transparency, while promoting accountability and providing information to Canadians on our efforts. Our focus includes:

Provide targeted investments in resilient infrastructure (including natural infrastructure), green and inclusive community buildings, community assets and water and wastewater to strengthen local economies and protect our communities and environment in order to enhance the quality of life of Canadians and drive towards a net-zero carbon, climate resilient future.

This year, ensuring Canadians have resilient, climate-smart, accessible and inclusive public infrastructure is a growing priority for the Department. INFC will work to raise the quality of life across the nation through investments in key programs such as the Disaster Mitigation and Adaptation Fund (DMAF), the Green and Inclusive Community Buildings (GICB) Program, and the Natural Infrastructure Fund (NIF).

Through the DMAF, INFC will continue to provide a total of \$3.86 billion in targeted investments over 12 years, ending in 2032-33, to support the development of infrastructure projects designed to mitigate current and future climate-related risks and disasters triggered by natural hazards, such as floods, wildland fires, droughts, erosion and permafrost.

As part of the over \$33 billion Investing in Canada Infrastructure Program (ICIP), the Green Infrastructure Stream includes investments to support disaster mitigation projects, including projects supporting structural and natural capacity to adapt to climate change impacts, natural disasters, and extreme weather events. In addition, the COVID-19 Resilience Infrastructure stream also provides support for climate change related disaster mitigation and adaptation infrastructure. The GICB program will continue to allocate up to \$1.5 billion in federal funding over five years as announced in Budget 2021, to support retrofits, repairs or upgrades of existing and construction of new community buildings that serve equity-deserving and high-needs communities across Canada. The Department will work with municipal and regional governments, public sector bodies, not-for-profit organizations, provincial and territorial governments and Indigenous organizations and entities to support eligible and approved projects. The program also contributes to Canada's climate objectives, supports economic growth and job creation, and builds more inclusive and resilient communities where Canadians have opportunities to thrive.

Through targeted investments of \$200 million over 4 years, the NIF directly supports the development of resilient infrastructure, including natural and hybrid infrastructure, and is intended to protect the natural environment, support healthy and resilient communities and

contribute to economic growth and jobs. Through investments in the upgrade of natural assets, the NIF increases climate resilience across the country, by supporting the structural integrity of infrastructure and the long-term protection of vital community functions.

The Department will also continue to provide over \$2.4 billion per year in funding through the Canada Community-Building Fund (CCBF) to provinces and territories, who in turn flow the funds to their municipalities. Communities have the opportunity to make strategic investments across 19 different project categories, which include investments in water and wastewater, solid waste infrastructure, disaster mitigation and community energy systems. As this is the last year of the current agreements, we will work with signatories on renewal of this program with improvements to program transparency and to tie access to this funding to actions by signatories on access to housing in their jurisdictions.

To help communities better prepare and withstand the impacts of climate events, as part of the National Adaptation Strategy (NAS), the Government of Canada Adaptation Action Plan (AAP) is providing additional support through the DMAF program, totalling a steady contribution of up to \$489.1 million over 10 years. Alongside this investment, the Department will advance several initiatives including open-access climate toolkits, resilience requirements for funding programs, and guidance, standards, and codes for climate resilient and low-carbon infrastructure, using the same channels.

Designed with the objective to be an evergreen source for consolidated and authoritative climate-smart tools and resources, the Open-Access Climate Toolkits will help infrastructure owners and investors develop projects that ensure Canada is on the path to a net-zero emission and resilient future. This initiative will pull together the best available data, standards and guidelines, case studies, and deliver place-specific and asset-specific guidance to reduce climate-related risks for infrastructure. Direct support to users will also be provided through a Help Desk and a pool of qualified experts to support communities across the country in applying the tools to implement adaptation and greenhouse gas (GHG) mitigation measures.

As the Canadian environment changes, our climate resilience requirements will also be developed and applied to new infrastructure funding programs, ensuring that what we build today can withstand future climate change challenges. These requirements will include resilience assessments, climate-informed design data and standards, hazard-specific criteria, and natural infrastructure solutions. In the upcoming year, INFC will work to expand codes, standards, and guidance for climate resilient and low-carbon infrastructure. This will build on previous ground breaking work that has delivered 34 new/updated standards, 22 new guidance documents, three updated codes, and world-leading, future-looking climate design data for over 660 locations across Canada.

Continue significant investments in public transit, including funding for zero-emission buses and active transportation and the development and implementation of permanent public transit funding, to ensure sustainable mobility, create jobs and establish more prosperous and accessible communities.

Through the Permanent Public Transit Program (PPTP), the Department will continue to move forward on the Government's historic investments in transit to ensure sustainable mobility,

create jobs, and establish more prosperous and accessible communities. INFC will do so by accelerating future major transit projects and support the expansion of large urban transit systems.

Funding will continue to be made available under three direct-application funds of the PPTP over a five-year period. The first, the Zero Emission Transit Fund (ZETF), worth \$2.75 billion, will support the deployment of zero-emission school and transit buses across Canada. Second, the Active Transportation Fund (ATF) will disburse \$400 million towards supporting the planning and implementation of new and expanded networks of pathways, bike lanes, trails and pedestrian bridges. Finally, the Rural Transit Solutions Fund (RTSF) will provide \$250 million to support the development of locally driven transit solutions.

INFC will work with provinces, territories, municipalities, local governments, Indigenous communities, transit agencies, policy experts and other stakeholders on the design of future permanent public transit programming.

As part of the over \$33 billion Investing in Canada Infrastructure Program (ICIP), the Public Transit Stream will deliver on investments to support projects which invest in the construction, expansion, and improvement of public transit infrastructure. These projects improve the capacity of public transit infrastructure, the quality or safety of existing or future transit systems, and access to public transit systems. In addition, as part of the COVID-19 Resilience Infrastructure stream, Infrastructure Canada will provide funding for projects that improve capacity and quality of pathways and active transportation infrastructure.

Align federal infrastructure and housing investments to increase housing supply overall, and support access to housing that is affordable and strategically oriented near transit, employment, services and amenities to meet the diverse needs of all Canadians.

To create more housing supply and increase affordability, INFC will continue to work closely with its partners and stakeholders across the country to inform the development of a comprehensive framework to leverage future public infrastructure investments.

Programs such as the Canada Community-Building Fund (CCBF) and Permanent Public Transit Program (PPTP) contribute to building complete, sustainable and inclusive communities, strategically located near transit. The CCBF provides municipalities with predictable, long-term funding that enables the construction and rehabilitation of core public infrastructure. Provinces and territories can access this source of funding to support municipalities in aligning their housing and transit priorities. Since 2014, funding in public transit has been the top category of CCBF investment in all census metropolitan areas (CMAs). As well, Canadian municipalities can benefit from stable, predictable funding to build and improve public transit infrastructure that supports productivity, economic growth and accessibility through key transit investments from the PPTP.

Infrastructure Canada, in its portfolio role supporting the Minister of Housing and Diversity and Inclusion, will establish and maintain strong collaborations and align policies with the Canada Mortgage and Housing Corporation (CMHC), as well as other federal housing stakeholders, in order to help effectively deliver federal housing programs. Going forward the department will

also work to strengthen the linkage between infrastructure investments and housing, including through the CCBF, by tying access to funding to actions by provinces, territories and municipalities to increase housing supply where it makes sense to do so.

Support communities and organizations to prevent and reduce homelessness, including chronic, Indigenous, and Veteran homelessness.

As promised to Canadians in our 2021 Mandate Letter, the Department will continue to support communities and partners in their efforts to prevent and reduce homelessness across Canada.

In fiscal year 2023-24, Reaching Home: Canada's Homelessness Strategy will continue to provide crucial funding to urban, Indigenous, rural and remote communities throughout the country. The Department will continue to allocate additional funding for Reaching Home as per Budget 2022 in recognition of the unique pressures currently facing communities, the homelessness-serving sector, and will enable organizations to deliver vital services to individuals and families experiencing or at risk of homelessness.

Given the over-representation of Indigenous peoples among those experiencing homelessness, Reaching Home will continue to fund and support organizations to address Indigenous homelessness, including through the delivery of Indigenous-specific homelessness programming. Infrastructure Canada will work with Indigenous partners to identify and advance priorities that meet the unique needs of First Nations, Inuit, and Métis people.

Complementary to Reaching Home, Budgets 2021 and 2022 allocated funding over five years to create the new Veteran Homelessness Program. With support from Veterans Affairs Canada, INFC will launch the Program in 2023-24, to provide rent supplements and wrap-around supports intended to prevent and reduce Veteran homelessness.

Budget 2022 allocated funding to conduct research about further measures that could contribute to eliminating chronic homelessness in Canada. Action Research on Chronic Homelessness (ARCH) projects will be conducted in eight communities across Canada, intended to inform the development of a broader strategy to eliminate chronic homelessness nation-wide. The research will help identify and document persistent barriers in preventing and reducing chronic homelessness experienced by communities, as well as test potential approaches to addressing persistent barriers.

Proactively engage with and provide support to all orders of government, as well as Indigenous organizations and communities to inform policy and program development in support of complete communities that are modern, green, inclusive, innovative, resilient, and transit-oriented.

The Department will continue to engage provinces, territories, and municipalities to build back better through multilateral tables to ensure that all orders of government can discuss priorities and concerns, and support the successful delivery of stable, flexible, and secure long-term infrastructure funding.

The Canada Community-Building Fund (CCBF) provides provinces, territories, and municipalities with predictable, long-term funding that enables the construction and rehabilitation of core public infrastructure. In 2023-24, the Department will have the opportunity to engage with signatories to strengthen the administration of its programs and implement the Budget 2022 commitment to ensure that new infrastructure investments increase the housing supply and are aligned with transit, community assets, and environmental priorities.

Through the Green and Inclusive Community Buildings (GICB) program, INFC works with municipal, regional, provincial and territorial governments and Indigenous organizations and entities to support and fund eligible and approved projects. This program invests in projects that help community buildings become more energy efficient and cost effective.

Through investments in greening infrastructure, we are ensuring that Canada is investing in efficient and sustainable growth fuelled by clean technologies. The GICB program also contributes to Canada's goals of both reducing emissions by 40-45% below 2005 levels by 2030 and reaching net-zero carbon by 2050. Additionally, the program implements a distinct Indigenous engagement strategy to support INFC's commitment to allocate at least 10% of the program funding envelope for Indigenous recipients.

The Natural Infrastructure Fund (NIF) supports diverse entities and organizations to build resilient and healthy communities through the implementation and installation of natural and hybrid infrastructure. The program also supports local actions to address climate change risks while simultaneously reducing the driver of climate change through mitigating carbon emissions, protecting and preserving biodiversity and wildlife, and improving the environment.

The Government of Canada knows that communities are on the front lines of climate change. Infrastructure Canada will work closely with all orders of government, Indigenous organizations, and communities to make it easier for partners to incorporate resilience into planning, operation, and maintenance. New supports and services will be developed through Open-Access Climate Toolkits to provide communities with the tools and expertise to plan for and reduce climate-related infrastructure risks, and build for a resilient future.

As well, in support of the design of permanent public transit funding, the Department will continue to work with its partners to support the development of a framework for transit investments that aim to develop and build transit and housing-oriented communities that are climate-smart, innovative, accessible, and inclusive.

INFC will continue to work with all orders of government, as well as Indigenous organizations and communities to ensure the effective implementation of all our programs. Engagement with these groups ensures that place-based realities and priorities inform departmental policy and program development in support of complete communities.

Advance 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 continues to promote innovation in infrastructure through research, experimentation, and technological adoption ensuring integration between economic, social, and

natural infrastructure. Building on significant public input received in 2021, Infrastructure Canada will advance work on the National Infrastructure Assessment (NIA) that will provide an evidence-based picture of Canada's long-term infrastructure needs and priorities to help guide future investment decisions that will support Canada's economic, environmental, and social objectives. The NIA will build on government investments to date in infrastructure-related data, and will help provide decision-makers with valuable information to highlight where infrastructure investments will have the greatest impact to promote vibrant communities across Canada.

Support the long-term construction and operations of major bridge projects to promote economic growth and the efficient flow of people and goods while facilitating effective governance, collaboration and stewardship of our portfolio organizations.

The Government of Canada continues to fund the construction and long-term operations of major federal bridges and projects to promote economic growth, provide value for money for Canadians, and foster safety, sustainable development, and urban integration. Investments include the Gordie Howe International Bridge (GHIB) project, the Samuel-De Champlain Bridge Corridor project, infrastructure in the Montreal region managed by Jacques Cartier and Champlain Bridges Incorporated, and the Quebec Bridge.

INFC continues to provide oversight and support to the Windsor-Detroit Bridge Authority – a Crown corporation established to deliver the GHIB project through a public-private partnership (P3) – as it advances with construction and prepares for the transition to operations. In 2023-24, it is expected that the Canadian and United States bridge towers will be completed and the main span will begin to branch out over the Detroit River.

The Department is also leading the delivery of the Samuel-De Champlain Bridge Corridor project through a P3. While the Corridor has been operational since 2019, in 2023-24 Infrastructure Canada will continue working with its partners, including private partners like CDPQ Infra, to resolve outstanding issues and support operation of the Réseau express métropolitain light transit system across the bridge.

In addition, in 2023-24, the Department will support Transport Canada in the delivery of High Frequency Rail between Quebec City and Toronto through an innovative collaboration between the Government of Canada and world-class private sector companies.

Finally, in alignment with the Government's commitment, the Department will continue to support the Minister of Transport to complete negotiations to repatriate and rehabilitate the Quebec Bridge.

Promote the consideration of alternative finance and delivery models and tools early and upstream in planning phases of projects to optimize the use of public funds, catalyze private investments, including by supporting the Canada Infrastructure Bank in delivering on its mandate.

INFC will continue to serve as a policy centre of expertise for the Government of Canada in alternative financing of infrastructure projects. 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 brings together key public and private sector stakeholders to promote alternative finance models and optimize public funding, including working with the Canada Infrastructure Bank (CIB) to support the delivery of alternative finance in practice. As part of this work, the Department will complete the first legislative review of the *Canada Infrastructure Bank Act*.

The Department will continue to build capacity and knowledge of the strategies and needs of private and institutional investors, to support policy analysis and advice to encourage investments in public infrastructure and leverage private capital, risk transfer, and innovation. In addition, INFC will continue to build a deeper understanding of the needs of provinces and municipalities to better leverage alternative financing models to deliver more infrastructure for Canadians.

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

This section contains information on the department's planned results and resources for each of its core responsibilities.

Core Responsibility 1: Public Infrastructure, Communities, Affordable Housing and Homelessness Policy

Description

Infrastructure Canada (INFC) sets policies for both public infrastructure and approaches for the development of affordable housing, address homelessness that target the needs of Canadians and stakeholders (public/private partners) while considering finite resources. Policies are set through strategies, plans, consideration of alternative financing models and funding programs, and eligibility requirements among other tools and their 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, disaster mitigation, and approaches to address homelessness, among other areas, which have impacts on the quality of life of Canadians.

Planning highlights

Departmental Result 1.1: Infrastructure, communities and homelessness policy are informed by evidence

In support of the above result, INFC will:

- Provide evidence and tools to support the development of evidence-based infrastructure policies.
- Provide best available evidence, data, and research to mitigate climate-related risks through infrastructure policies and programs.
- Invest in the development of codes, standards, and guidance that can inform national, regional and local infrastructure policy, including natural infrastructure policy.
- Work to ensure that the design of the permanent public transit fund is evidence-based and addresses the diverse needs of Canadians through close collaboration with stakeholders from across the country, along with the advancement of research and data collection efforts related to public transit and active transportation.
- Develop reports to improve the understanding of homelessness in Canada, including the drivers, prevalence and demographics of homelessness.
- Support action research about what further measures could contribute to eliminating chronic homelessness in Canada.
- Undertake, in collaboration with experts and academics, research on housing in order to develop evidence-based policies that promote transit-oriented, complete, inclusive and sustainable communities and support the dissemination and adoption of built environment best practices at the infrastructure-housing nexus.
- Serve as a policy centre of expertise in project finance and alternative partnership models, and conduct research and analysis of trends and innovations domestically and internationally. This includes the provision of advice, guidance, business intelligence and

expertise to assist partners in the development of their public-private partnership (P3) projects, including management of the P3 Canada Fund.

- Provide analysis and advice to support increased uptake of alternative finance models in Canada by provinces, municipalities, and private and institutional investors.
- 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, as well as the High Frequency Rail project, including matters related to planning, procurement, design, construction, operations, engagement, international advocacy and commercial oversight.
- Ensure secretariat support and governance for the two Crown corporations in the Department's portfolio responsible for major bridge projects, Jacques Cartier and Champlain Bridges Incorporated and Windsor-Detroit Bridge Authority.
- Manage the federal relationship with and oversight of Waterfront Toronto, a tri-government corporation, and provide strategic advice on matters involving planning, strategy, partnerships and governance of Waterfront Toronto.

Departmental Result 1.2: Infrastructure, affordable housing and homelessness policies improve the quality of life for all Canadians

In support of the above result, INFC will:

- Develop research, data and economic analyses to measure the impacts of Infrastructure Canada investments and help decision-makers prioritize infrastructure investments that have the largest positive impact on Canadians' quality of life.
- Ensure that Canada's built infrastructure continues to uphold its service standard to Canadians, both now and under future climate conditions.
- Prioritize investments that significantly improve infrastructure services for marginalized populations (i.e., communities most at risk).
- Help people, including Veterans, experiencing or at risk of homelessness access and maintain safe, stable, and secure housing through Reaching Home: Canada's Homelessness Strategy and the new Veteran Homelessness Program.
- Continue to 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. The Department does this in part by working with the Canada Infrastructure Bank to optimize the use of public funds to deliver more infrastructure for Canadians.
- Maintain effective stewardship over the planning, procurement, design, construction, operations, and maintenance of major federal bridges and projects to foster economic development, improve efficiency in traffic flow, and support international trade to improve all Canadians' quality of life.
- Manage the federal relationship with and oversight of Waterfront Toronto, a tri-government corporation, to support the development of infrastructure in the City of Toronto that yields significant social, environmental, and economic benefits.

Planned results for Core Responsibility 1: Public Infrastructure, Communities, Affordable Housing and Homelessness Policy

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
1.1: Infrastructure, communities and homelessness policy are informed by evidence	1.1.1: Canada Core Public Infrastructure Survey response rate ¹	88%	March 31, 2024	Not applicable ²	89%	Not applicable
	1.1.2: Usage of Infrastructure Economic Accounts (INFEA) and Canada Core Public Infrastructure Survey (CCPI) data ³	25,000 Views/Downloads	March 31, 2024	14,376	12,418	20,239
	1.1.3: Number of national homelessness reports that are published ⁴	8	March 31, 2024	Not applicable	Not applicable	Not applicable
1.2: Infrastructure, affordable housing and homelessness policies improve the quality of life for all Canadians	1.2.1: Gross Domestic Product attributable to public investments in infrastructure (current dollars)	\$45,900,000,000	March 31, 2024	\$45,256,011,000	\$46,690,704,000	\$50,623,649,000
	1.2.2: Remaining useful life ratio of infrastructure assets	50%	March 31, 2024	58.8%	58.9%	58.9%
	1.2.3: Reduction in per capita greenhouse gas (GHG) emissions from transportation, buildings, solid waste, construction and wastewater sectors since 2005 ⁵	Reduction > 0	March 31, 2024	Not applicable	Not applicable	1.19 tonnes (reduction)
	1.2.4: Remaining useful life of infrastructure assets particularly relevant to vulnerable populations: public transit, as well as recreational and sports facilities	50%	March 31, 2024	59.5%	59.1%	58.3%
	1.2.5: Percentage of the population living within 500 metres of a public transit stop ⁴	75%	March 31, 2024	Not applicable	Not applicable	Not applicable
	1.2.6: Number of people placed in more stable housing ⁴	18,600	March 31, 2024	Not applicable	Not applicable	Not applicable

¹ INFC's Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of this new indicator. As the Canada Core Public Infrastructure Survey is only conducted every two years, results are only available every second fiscal year. Thus, "actual results" are presented as "Not applicable" for 2019-20 and 2021-22.

² *Not applicable* is used to indicate information that is not available or that does not apply to a particular situation.

³ INFC's Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of this new indicator. Though Indicator 1.1.2 is new and stems from the 2023-24 DRF amendments, data was available for previous fiscal years as presented in this table.

⁴ INFC's Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of this new indicator. As 1.1.3, 1.2.5, and 1.2.6 are new indicators, "actual results" for prior years are presented as "Not applicable".

⁵ INFC's Departmental Results Framework (DRF) was amended for fiscal year 2021-22, including the addition of indicator 1.2.3. As this is a new indicator, "actual results" for prior years is "Not applicable" for this indicator.

The financial, human resources and performance information for Infrastructure Canada's program inventory is available on [GC InfoBase](#).ⁱⁱ

Planned budgetary spending for Public Infrastructure, Communities, Affordable Housing and Homelessness Policy

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
60,412,477	60,412,477	55,147,857	52,044,172

Financial, human resources and performance information for INFC's program inventory is available on [GC InfoBase](#).ⁱⁱⁱ

Planned human resources for Public Infrastructure, Communities, Affordable Housing and Homelessness Policy

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
348	317	303

Financial, human resources and performance information for INFC's program inventory is available on [GC InfoBase](#).^{iv}

Core Responsibility 2: Public Infrastructure, Communities, and Homelessness Investments

Description

Infrastructure Canada (INFC) uses a range of funding mechanisms to maximize value-for-money in direct (leveraging infrastructure investments) government investment in infrastructure and to address affordable housing and homelessness.

- Allocation-based programs offer stable funding for projects that balance both national priorities with local needs of Provinces and Territories;
- Direct-funding programs award funding to projects that are selected through an application process; and,
- Alternative financing arrangements 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 Intergovernmental Affairs, Infrastructure and Communities.

Planning highlights

Departmental Result 2.1: Funding is invested and leveraged to support public infrastructure, affordable housing and homelessness projects in Canada

In support of the above result, INFC will:

- Provide funding to communities and partners through Reaching Home: Canada's Homelessness Strategy and the new Veteran Homelessness Program to support the prevention and reduction of homelessness, including Veteran homelessness.
- Leverage future infrastructure funding to improve housing outcomes by promoting integrated planning processes at the local and regional level and ensuring that housing and infrastructure programs work effectively together to achieve mutually reinforcing goals and promote the development of complete, inclusive, sustainable, and transit-oriented communities.
- Ensure that federal infrastructure funding builds resilient communities and supports diverse organizations, including 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.
- Work with provinces, territories, municipalities and Indigenous communities to ensure federal infrastructure investments enable the construction and rehabilitation of core public infrastructure, including spending for bridges and roads, water, wastewater, public transit, green energy projects, and COVID-response infrastructure.
- Contribute to moving towards a growing and carbon-neutral economy, support public transit systems and active transportation networks, create jobs, and make communities more accessible and livable to all.
- Work with the Canada Infrastructure Bank as it seeks to attract private and institutional investment to revenue-generating infrastructure projects in the public interest. These efforts will contribute to delivering more infrastructure for Canadians while optimizing the use of public funds.
- Ensure effective oversight and support delivery of the GHIB project by Windsor-Detroit Bridge Authority. It will also provide stewardship to support the transition from the construction phase to the operations phase, including providing guidance on tolling and traffic policies.
- Collaborate with partners, including private partners to resolve outstanding issues with the Samuel De Champlain Bridge Corridor project and fully transition to the long-term operations and maintenance phase.
- Facilitate operation of the Réseau express métropolitain light rail transit project in the bridge's dedicated transit corridor in collaboration with private partners like the CDPQ Infra.
- Support Jacques Cartier and Champlain Bridges Incorporated as it advances the deconstruction of the original Champlain Bridge and ensures sound lifecycle management of its other assets.
- Support Transport Canada in the delivery of High Frequency Rail between Quebec City and Toronto through close collaboration with the Canada Infrastructure Bank and leading

the development of an innovative framework for defining the project in collaboration with the private sector.

- Support effective governance and federal oversight of Waterfront Toronto to enable infrastructure investments that are aligned with national priorities, such as the Port Lands Flood Protection project, while facilitating effective intergovernmental collaboration.

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

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
2.1: Funding is invested and leveraged to support public infrastructure, affordable housing and homelessness projects in Canada	2.1.1: Infrastructure Canada funding committed to projects in the fiscal year	\$11,400,000,000	March 31, 2024	\$6,037,912,300	\$3,610,134,441	\$11,987,647,243
	2.1.2: Number of projects considering and using alternative finance procurement models by public sponsors in Canada ⁶	20	March 31, 2024	Not applicable	Not applicable	Not applicable

The financial, human resources and performance information for INFC's program inventory is available on [GC InfoBase](#).^v

Planned budgetary spending for Public Infrastructure, Communities, and Homelessness Investments

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
32,681,459	32,681,459	29,889,207	28,360,407

Financial, human resources and performance information for INFC's program inventory is available on [GC InfoBase](#).^{vi}

⁶ INFC's Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of indicator 2.1.2. As this is a new indicator, "actual results" for prior years are "Not applicable" for this indicator.

Planned human resources for Public Infrastructure, Communities, and Homelessness Investments

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
247	225	214

Financial, human resources and performance information for INFC’s program inventory is available on [GC InfoBase](#).^{vii}

Core Responsibility 3: Public Infrastructure and Communities Investment Stewardship and Delivery

Description

Infrastructure Canada (INFC) 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

Departmental Result 3.1: Investments are delivered with appropriate stewardship

In support of the above result, INFC will:

- Ensure the timely collection and analysis of project details, annual results and other reporting submitted by communities and partners that receive funding through Reaching Home: Canada’s Homelessness Strategy.
- Collect and review data on project outcomes and expected results which will enable the Department to support Parliamentary departmental reports and provide valid and reliable information to the public.
- Complete determinations to ensure environmental requirements and Indigenous consultation obligations are met throughout the lifecycle of each project Monitor projects for progress, assess and work with proponents to mitigate risks and report on results achieved.
- Review claims and process payments in a timely fashion to facilitate the flow of funding to project recipients.
- 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, to deliver public infrastructure projects through their full lifecycle.
- Provide federal oversight of Waterfront Toronto in partnership with the Government of Ontario and City of Toronto by representing the federal perspective in overall planning, strategy, partnership and governance of the corporation, while respecting Waterfront Toronto’s responsibility to manage project delivery.

- Conduct due diligence and stewardship related to construction and preparation for the transition to operations of the Gordie Howe International Bridge project by Windsor-Detroit Bridge Authority to ensure delivery in accordance with authorities and agreements.
- Manage the Samuel De Champlain Bridge Corridor P3 Project Agreement to ensure that construction is completed, and operations are carried out safely and efficiently in accordance with terms of the contract.
- Collaborate with Jacques Cartier and Champlain Bridges Incorporated to ensure that the Crown corporation has the necessary resources to fulfill its mandate in alignment with its authorities.

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

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
3.1: Investments are delivered with appropriate stewardship	3.1.1: Percentage of projects completed in the fiscal year ⁷	85%	March 31, 2024	Not applicable	Not applicable	Not applicable
	3.1.2: Percentage of claims paid in the fiscal year ⁷	90%	March 31, 2024	Not applicable	Not applicable	Not applicable
	3.1.3: Percentage of Reaching Home Annual Results reports submitted in a timely fashion ⁷	80%	March 31, 2024	Not applicable	Not applicable	Not applicable

The financial, human resources and performance information for INFC's program inventory is available on [GC InfoBase](#).^{viii}

Planned budgetary spending for Public Infrastructure and Communities Investment Stewardship and Delivery

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
9,494,787,595	9,494,787,595	8,957,278,125	9,726,062,031

Financial, human resources and performance information for INFC's program inventory is available on [GC InfoBase](#).^{ix}

⁷ INFC's Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of indicators 3.1.1, 3.1.2 and 3.1.3. As these are new indicators, "actual results" for prior years are "Not applicable" for these indicators

Planned human resources for Public Infrastructure and Communities Investment Stewardship and Delivery

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
318	290	277

Financial, human resources and performance information for INFC’s program inventory is available on [GC InfoBase](#).^x

Gender-based analysis plus

Infrastructure Canada conducts Gender-Based Analysis Plus (GBA Plus) as part of its commitment to ensure equitable outcomes of its infrastructure investments. GBA Plus helps the Department ensure that its policies and programs are inclusive and benefit diverse communities across the country. It also helps to strengthen the analysis of priority issues facing diverse Canadians, such as the need for climate-resilient infrastructure, housing affordability, chronic homelessness, the creation of sustainable and inclusive communities, and public transportation.

The Departmental GBA Plus Centre of Expertise is dedicated to providing policy and best practices advice to help build capacity and support employees as they incorporate GBA Plus in their work. The Centre of Expertise reviews GBA Plus assessments in key documents, including Memoranda to Cabinet, budget proposals and Treasury Board submissions. In 2023–24, the Departmental GBA Plus community of practice will undertake activities to build GBA Plus capacity and culture across the Department, including through collaboration and information-sharing on tools and processes to enhance GBA Plus application in policy and program analysis, data collection, and reporting. Collectively, these efforts will help to foster the equitable creation of, and access to, infrastructure for diverse groups of people in communities across Canada.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The 2022–26 Federal Sustainable Development Strategy (FSDS) presents the Government of Canada’s sustainable development goals and targets, as required by the *Federal Sustainable Development Act* (FSDA). Infrastructure Canada adheres to the principles of the FSDS. As required in the FSDA, the department will be developing its next Departmental Sustainable Development Strategy in 2023 for tabling in Parliament in the Fall. The new departmental strategy will communicate Infrastructure Canada’s plans related to the Sustainable Development Goals. The report on results achieved in 2021–22 is posted on Infrastructure Canada’s [website](#).^{xi}

Innovation

The Infrastructure Mapping Tool (IMT) is an innovative web-based geospatial tool designed to assist Infrastructure Canada (INFC) in achieving its core responsibilities for Canadians. Developed in collaboration with Statistics Canada, this multipurpose application will incorporate INFC project data with socio-economic data from the Census. The development of the IMT is an iterative process, as developers aim to integrate different needs of end-users.

The IMT will include datasets such as the Canadian Index of Multiple Deprivation, proximity to various points of interest using the Proximity Measures Database ([PMD^{xii}](#)), bike route layers using the Canadian Bike and Safety Classification System ([CAN-BICS^{xiii}](#)) and the Canadian Active Living Environments Database ([CAN-ALE^{xiv}](#)). The tool also allows users to draw custom boundary lines to zoom into smaller areas of interest and perform more detailed analyses. In an effort to obtain a holistic view of current and potential future projects, and to better integrate investments and planning, the tool will also enable users to map applicant project locations currently under review. By providing these multiple data sources to policy and program analysts via the IMT, the Department can target programming to the needs of Canadians and stakeholders more accurately. This will influence investments in policy areas such as public and active transit, social and affordable housing, culture, sports and recreation and others. In the future, INFC is planning to increase the analytical capabilities of the IMT by integrating more datasets.

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

Infrastructure Canada (INFC) has established a Transformation & Change function to support the Department as it manages the growth and evolution of the portfolio and the changing environment. INFC will continue to:

- Coordinate the implementation of, and ongoing adaptation to, a hybrid work model in a work environment changed by the pandemic
- Guide the adjustments needed with changes in organizational size and scope as a result of integrating new program and policy areas of responsibility
- Lead transformational efforts for strengthening inclusion and accessibility in departmental activities with the launch of a new Centre of Expertise for Accessibility.

INFC will also:

- Provide specialized advice and services in support of the Ministers and the Deputy Minister for parliamentary affairs, executive correspondence and ministerial coordination and trips;
- Maintain effective core governance to ensure that internal management functions support and enable high performing policies, programs and services; and
- Ensure the department meets its obligations under the *Access to Information Act* and *Privacy Act*.

In collaboration with equity-denied groups, branches, and external stakeholders across the public service, INFC will continue to provide strategic advice, oversight, and opportunities to increase awareness on topics related to anti-racism, equity and inclusion. This will be done on an individual and organizational level, through an intersectional and holistic approach.

The Department will continue to communicate relevant and timely information about priorities, programs, services, initiatives and results to Canadians, including stakeholders and the media, through a variety of traditional and digital tools and platforms. It will also continue to keep its employees engaged and aware of key departmental and government-wide initiatives and guidance.

INFC will also continue its effort to attract and recruit employees through adaptable and innovative talent sourcing strategies, and retain employees by investing in their professional development to meet business requirements, all while focusing on employee well-being. Initiatives to create an inclusive and barrier-free workplace will continue to be supported in order to ensure INFC is a workplace of choice, made up of a workforce representative of the Canadians we serve.

To support program delivery, INFC will undertake the following initiatives:

- Support INFC's operational requirements and growth through a hybrid work model.
- Facilitate the planning and/or implementation of future programming and full transition of the housing and homelessness policy and programming to the INFC Portfolio.
- Mature corporate processes, planning and reporting functions; including results reporting, budgeting and forecasting while promoting opportunities for automation and/or increasing efficiency.

INFC's Information & Data Management, and Information Technology Services will contribute to the effective delivery of programs for Canadians by supporting the growing mandate of the department, developing an enterprise and user-friendly grants and contributions (G&C) management platform, and promoting the digitization of processes to automate and expedite delivery of programs to Canadians.

The Department will continue to provide assurance-level engagements on governance, internal control and risk management processes across program operations, project management and internal services. Further, INFC will continue to engage internally to provide advisory and

consulting support departmentally to address priorities on an ad hoc basis. Departmental internal audit and evaluation activities will also continue to provide insight for the development and implementation of policies and programs.

Planning for Contracts Awarded to Indigenous Businesses

Since 2018-19, Infrastructure Canada (INFC) has been supporting the implementation of the Government of Canada's commitment to have 5% of the total value of contracts awarded annually to Indigenous businesses. The Department has increased targets annually over the last five years, with the intention to meet the 5% target in the 2022-23 fiscal year, per Appendix E of the Directive on the Management of Procurement.

INFC uses various methods to reach these targets. For example, INFC invites all Indigenous firms who qualified on government contracting tools to submit a proposal when the department solicits for goods and services. Further, INFC shares source lists internally that include Indigenous firms. As an example, INFC worked closely with the Accommodations team in order to invite Indigenous companies to submit quotes for office furniture.

INFC will continue to assist Indigenous bidders by sharing Public Services and Procurement Canada guidance on how to qualify for existing Supply Arrangements and Standing Offers.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	4%	Phase 1: 5% Phase 2: N/A	5%

Planned budgetary spending for internal services

2023-24 budgetary spending (as indicated in Main Estimates)	2023-24 planned spending	2024-25 planned spending	2025-26 planned spending
56,456,661	56,456,661	51,372,558	48,522,913

Planned human resources for internal services

2023-24 planned full-time equivalents	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents
302	275	263

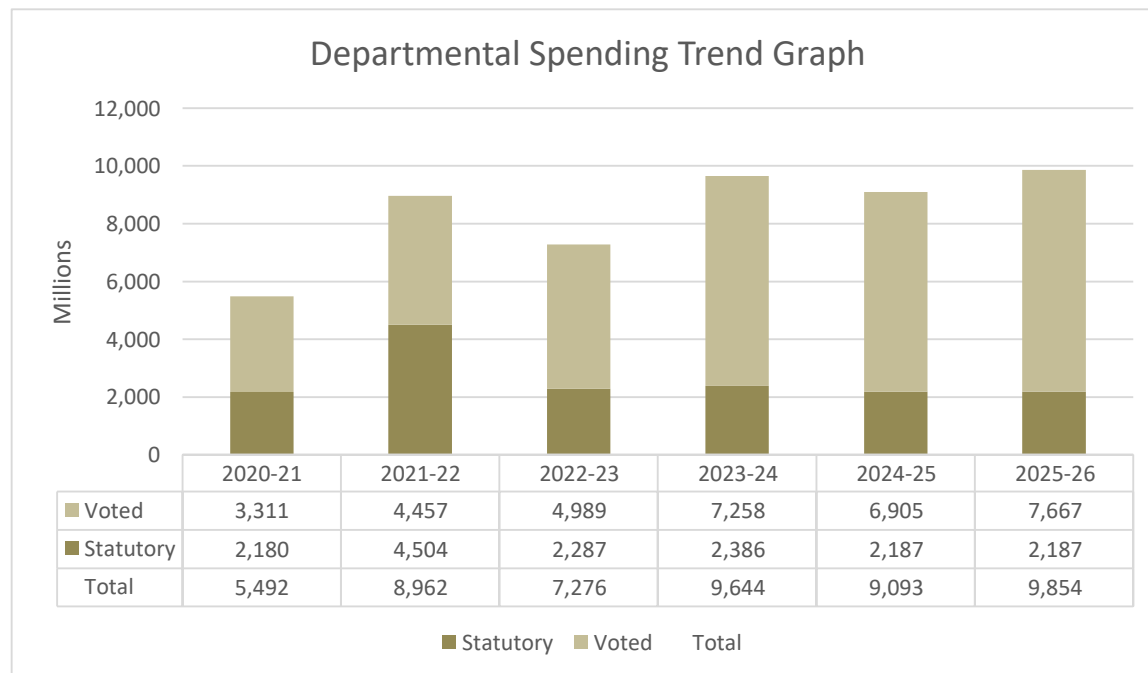
Planned spending and human resources

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 2023-24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020-21 to 2025-26

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



Fluctuations in Statutory funding are mainly attributable to a one-time payment to the CCBF (formerly the Gas Tax Fund) in 2021-22 (Budget 2021).

Fluctuations in Voted funding are mainly due to new programs gaining momentum and the ICIP reaching unprecedented levels, offset by legacy programs winding down.

The Department plans to spend \$9.6 billion in 2023-24 through its core responsibilities and Internal Services.

Budgetary planning summary for core responsibilities and internal services (dollars)

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Public Infrastructure ⁸	5,431,853,479	-	-	-	-	-	-
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	-	38,225,901	59,239,837	60,412,477	60,412,477	55,147,857	52,044,172
2. Public Infrastructure, Communities, and Homelessness Investments	-	18,614,204	27,654,135	32,681,459	32,681,459	29,889,207	28,360,407
3. Public Infrastructure and Communities Investment Stewardship and Delivery	-	8,846,154,206	7,123,664,336	9,494,787,595	9,494,787,595	8,957,278,125	9,726,062,031
Subtotal	5,431,853,479	8,902,994,311	7,210,558,308	9,587,881,531	9,587,881,531	9,042,315,189	9,806,466,610
Internal services	60,534,414	59,086,660	66,207,081	56,456,661	56,456,661	51,372,558	48,522,913
Total	5,492,387,893	8,962,080,971	7,276,765,389	9,644,338,192	9,644,338,192	9,093,687,747	9,854,989,523

The increase in spending from 2020-21 to 2021-22 is mainly due to a top-up to the CCBF (\$2.2 billion) as a result of a Budget 2021 decision. The decrease in spending from 2021-22 to the planned spending in 2022-23 can be attributed to the top-up seen in 2021-22 and legacy programs winding down, offset by new programs gaining momentum and the ICIP reaching unprecedented levels. The increase in spending from 2022-23 to 2023-24 is primarily attributable to expected ramp-ups in spending for DMAF, GICB, and ICIP. Agreements are being signed at a rapid pace in 2022-23 and this is expected to result in a higher volume of overall spending in 2023-24.

⁸ 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

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Public Infrastructure ⁹	258	-	-	-	-	-
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	-	225	319	348	317	303
2. Public Infrastructure, Communities, and Homelessness Investments	-	169	228	247	225	214
3. Public Infrastructure and Communities Investment Stewardship and Delivery	-	234	344	318	290	277
Subtotal	258	628	891	913	832	794
Internal services	444	328	383	302	275	263
Total	702	956	1274	1215	1107	1057

INFC has been growing to deliver on an unprecedented level of programs. The growth from 2020-21 to planned FTEs in 2022-23 reflects the trend of the increase in resources required for program delivery and the introduction of the Homelessness Policy Directorate.

⁹ 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.

Estimates by vote

Information on Infrastructure Canada's (INFC) organizational appropriations is available in the [2023-24 Main Estimates](#).^{xv}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of INFC's operations for 2022-23 to 2023-24.

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 INFC's [website](#).^{xvi}

Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

Financial information	2022-23 forecast results	2023-24 planned results	Difference (2023-24 planned results minus 2022-23 forecast results)
Total expenses	7,329,254,734	9,689,026,624	2,359,771,890
Total revenues	0	0	0
Net cost of operations before government funding and transfers	7,329,254,734	9,689,026,624	2,359,771,890

As noted in the above table, the forecast results total for 2022-23 is \$7.3 billion, and the planned results total for 2023-24 is \$9.7 billion, which results in a difference of \$2.4 billion between 2022-23 and 2023-24. The variance is mainly due to a planned increase in contribution payments. The increase is primarily attributable to expected ramp-ups in spending for DMAF, GICB, and ICIP. Agreements are being signed at a rapid pace in 2022-23 and this is expected to result in a higher volume of claims and overall spending in 2023-24.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Dominic LeBlanc, P.C., K.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](#)^{xvii}, 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 \(WDBA\)](#)^{xviii} 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](#)^{xix} 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 [Housing and Diversity and Inclusion portfolio](#)^{xx}, is supported by Infrastructure Canada, and by our colleagues at Women and Gender Equality and Canadian Heritage. The 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 this portfolio, the Department is also responsible for the [Canadian Mortgage and Housing Association \(CMHC\)](#)^{xxi}. 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 Intergovernmental Affairs, Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the [Toronto Waterfront Revitalization Initiative \(TWRI\)](#)^{xxii} 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)^{xxiii},
- *Order in Council P.C. 2004-0325*^{xxiv},
- The following pieces of legislation related to the Gas Tax Fund:
 - *Keeping Canada's Economy and Jobs Growing Act*, S.C. 2011, c. 24^{xxv}
 - *Economic Action Plan 2013 Act*, No. 1, S.C. 2013, c. 33, section 233^{xxvi}
- 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*^{xxvii}
 - *Order in Council P.C. 2014-0144*^{xxviii}
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
 - *Crossing Agreement*^{xxix}
 - *Bridge to Strengthen Trade Act*, S.C. 2012, c. 31, s. 179^{xxx}
 - *Order in Council P.C. 2012-1350*^{xxxi}
 - *Order in Council P.C. 2015-1236*^{xxxii}
 - *Order in Council P.C. 2015-1237*^{xxxiii}
 - *Order in Council P.C. 2015-1238*^{xxxiv}
- The following Orders in Council related to Waterfront Toronto:
 - *Order in Council P.C. 2015-1239*^{xxxv}
 - *Order in Council P.C. 2015-1240*^{xxxvi}
- The following legislation and Order in Council related to the Canada Infrastructure Bank:
 - *Canada Infrastructure Bank Act*, S.C. (2017, c. 20, s. 403)^{xxxvii}
 - *Order in Council P.C. 2017-1007*^{xxxviii}
- 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*^{xxxix}
 - *Order in Council P.C. 2021-0952*^{xl}
 - *Order in Council P.C. 2021-0949*^{xli}
 - *Order in Council P.C. 2021-0948*^{xlii}
 - *Order in Council P.C. 2021-0947*^{xliii}

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^{xliv}](#).

Information on Infrastructure Canada’s mandate letter commitments is available in the [Ministers’ mandate letters^{xlv}](#).

Operating context

Information on the operating context is available on Infrastructure Canada’s [website^{xlvi}](#).

Reporting framework

Infrastructure Canada’s approved Departmental Results Framework and Program Inventory for 2023–24 are as follows.

Departmental results framework

**Core responsibility 1:
Public Infrastructure, Communities,
Affordable Housing and Homelessness Policy**

Departmental result 1.1: Infrastructure, communities and homelessness policy are informed by evidence

Indicator 1.1.1: Canada Core Public Infrastructure Survey response rate

Indicator 1.1.2: Usage of Infrastructure Economic Accounts (INFEA) and Canada Core Public Infrastructure Survey (CCPI) data

Indicator 1.1.3: Number of national homelessness reports that are published

Departmental result 1.2: Infrastructure, affordable housing and homelessness policies improve the quality of life for all Canadians

Indicator 1.2.1: Gross Domestic Product attributable to public investments in infrastructure (current dollars)

Indicator 1.2.2: Remaining useful life ratio of infrastructure assets

Indicator 1.2.3: Reduction in per capita greenhouse gas (GHG) emissions from transportation, buildings, solid waste, construction and wastewater sectors since 2005

Indicator 1.2.4: Remaining useful life of public infrastructure assets particularly relevant to vulnerable populations: public transit, as well as recreational and sports facilities

Indicator 1.2.5: Percentage of the population living within 500 metres of a public transit stop

Indicator 1.2.6: Number of people placed in more stable housing

**Core responsibility 2:
Public Infrastructure, Communities, and
Homelessness Investments**

Departmental result 2.1: Funding is invested and leveraged to support public infrastructure, affordable housing and homelessness projects in Canada

Indicator 2.1.1: Infrastructure Canada funding committed to projects in the fiscal year

Indicator 2.1.2: Number of projects considering and using alternative finance procurement models by public sponsors in Canada

**Core responsibility 3:
Public Infrastructure and Communities
Investment Stewardship and Delivery**

Departmental result 3.1: Investments are delivered with appropriate stewardship

Indicator 3.1.1: Percentage of projects completed in the fiscal year

Indicator 3.1.2: Percentage of claims paid in the fiscal year

Indicator 3.1.3: Percentage of Reaching Home Annual Results reports submitted in a timely fashion

Internal services

Program Inventory

Program: Public Infrastructure and Communities Policy

Program: Alternative Financing Policy

Program: Major Bridges Policy

Program: Homelessness Policy

Program: Public Infrastructure and Communities Investment

Program: Alternative Financing Investment

Program: Major Bridges Investment

Program: Homelessness Investment

Program: Allocation-Based and Direct Funding Stewardship

Program: Alternative Financing Oversight

Program: Major Bridges Oversight

Program: Homelessness Funding Oversight

Changes to the approved reporting framework since 2022–23

Structure	2023-24	2022-23	Change	Reason for Change
Core Responsibility	Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	Public Infrastructure, Communities, and Rural Development Policy	Title change	Note 1
Program	Public Infrastructure and Communities Policy	Public Infrastructure and Communities Policy	No change	Not applicable
Program	Not applicable	Rural Economic Development Policy	Program ended	Note 2
Program	Alternative Financing Policy	Alternative Financing Policy	No change	Not applicable
Program	Major Bridges Policy	Major Bridges Policy	No change	Not applicable
Program	Homelessness Policy	Homelessness Policy	No change	Not applicable
Core Responsibility	Public Infrastructure, Communities, and Homelessness Investments	Public Infrastructure and Communities Investments	Title change	Note 1
Program	Public Infrastructure and Communities Investment	Public Infrastructure and Communities Investment	No change	Not applicable
Program	Alternative Financing Investment	Alternative Financing Investment	No change	Not applicable
Program	Major Bridges Investment	Major Bridges Investment	No change	Not applicable
Program	Homelessness Investment	Homelessness Investment	No change	Not applicable
Core Responsibility	Public Infrastructure and Communities Investment Stewardship and Delivery	Public Infrastructure and Communities Investment Oversight and Delivery	Title change	Note 3
Program	Allocation-Based and Direct Funding Stewardship	Allocation- and Merit-based Funding Oversight	Title change	Note 3
Program	Alternative Financing Oversight	Alternative Financing Oversight	No change	Not applicable
Program	Major Bridges Oversight	Major Bridges Oversight	No change	Not applicable
Program	Homelessness Funding Oversight	Homelessness Funding Oversight	No change	Not applicable

Note 1 Better reflects a mandate change that expanded to include affordable housing and homelessness.

Note 2 Transfer of resources from Infrastructure Canada to Innovation, Science And Economic Development Canada was completed in fiscal year 2022-23.

Note 3 Better reflects Infrastructure Canada's financial stewardship role.

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Infrastructure Canada's program inventory is available on [GC InfoBase](#).^{xlvii}

Supplementary information tables

The following supplementary information tables are available on Infrastructure Canada's [website](#).^{xlviii}:

- Details on transfer payment programs
- Gender-based analysis plus
- Horizontal initiatives

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](#).^{xlix} 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.

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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.

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 tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

high impact innovation (innovation à impact élevé)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

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

- i Infrastructure Canada, <https://www.infrastructure.gc.ca/pub/index-eng.html>
- ii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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- xi Infrastructure Canada's 2021-22 Departmental Sustainable Development Strategy Report, <https://www.infrastructure.gc.ca/pub/other-autre/dsds-smdd-2021-2022-eng.html>
- xii Proximity Measures Database – Early release, <https://www150.statcan.gc.ca/n1/pub/17-26-0002/172600022020001-eng.htm>
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- xv 2023–24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xvi Infrastructure Canada, <https://www.infrastructure.gc.ca/index-eng.html>
- xvii Jacques Cartier and Champlain Bridges Incorporated, <https://jacquescartierchamplain.ca/en/>
- xviii Windsor-Detroit Bridge Authority (WDBA), <https://www.gordiehoweinternationalbridge.com/en>
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- xx 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>
- xxi Canadian Mortgage and Housing Association (CMHC), <https://www.cmhc-schl.gc.ca/en>
- xxii Toronto Waterfront Revitalization Initiative, <https://www.infrastructure.gc.ca/twri-irrt-eng.html>
- xxiii *Canada Strategic Infrastructure Fund Act* (2002, c. 9, s. 47), <https://laws-lois.justice.gc.ca/eng/acts/c-10.3/page-1.html>
- xxiv Order in Council P.C. 2004-0325, <https://orders-in-council.canada.ca/attachment.php?attach=6282&lang=en>
- xxv *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
- xxvi *Economic Action Plan 2013 Act*, No.1, https://laws-lois.justice.gc.ca/eng/annualstatutes/2013_33/page-1.html
- xxvii *New Bridge for the St. Lawrence Act*, <https://laws-lois.justice.gc.ca/eng/acts/N-22.6/index.html>
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- xxx *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>
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- xlii Order in Council P.C. 2021-0948, <https://orders-in-council.canada.ca/attachment.php?attach=41309&lang=en>
- xliii Order in Council P.C. 2021-0947, <https://orders-in-council.canada.ca/attachment.php?attach=41308&lang=en>
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- xlvi Mandate Letters, <https://pm.gc.ca/en/mandate-letters>
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- ¹ Infrastructure Canada, <https://www.infrastructure.gc.ca/index-eng.html>