

# Infrastructure Canada 2024–25 Departmental Plan

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The Honourable Sean Fraser  
Minister of Housing, Infrastructure and Communities

This publication is available upon request in accessible formats.

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# Infrastructure Canada's 2024-25 Departmental plan at a glance

A departmental plan describes a department's priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d'être and operating context](#)
- [Minister's mandate letter](#)

## Key priorities

**Lead federal housing policy and program development that is integrated with the infrastructure portfolio to increase housing supply and affordability overall, address housing needs, and support access to housing that is affordable, safe and strategically oriented near transit, employment, services and amenities to meet the diverse needs of all Canadians.**

All Canadians deserve a safe and affordable place to call home. Families in today's environment regularly report a struggle to afford housing, and vulnerable populations are unable to find an affordable place to live. Infrastructure Canada (INFC) is committed to ensuring that invested infrastructure dollars contribute to improved housing supply and affordability across Canada, as part of our approach to foster complete, sustainable, and inclusive communities.

The Government of Canada recognizes the importance of federal investment, paired with investments by provincial, territorial and municipal partners, to ensure Canadians can continue to access the critical services and benefits provided by public infrastructure, including opportunities to ensure future investments support national priorities. INFC is continuing to build on Budget 2023 federal commitments through evidence-based housing conditionality initiatives to ensure that future investments in infrastructure continue to support the development of complete, inclusive, resilient and transit-oriented communities. These investments will be designed to ensure that the Department and our key partners at the provincial and territorial, municipal, and regional levels work together to get results along multiple bottom lines: more housing supply and affordability, economic opportunity, resilience in the face of climate change and empowering communities.

Moreover, the 2023 Fall Economic Statement reaffirmed the federal government's intention to tie access to federal infrastructure funding to actions by provinces, territories, and municipalities to increase housing supply where it makes sense to do so. In recognition of this link, the Government has introduced legislation to establish the Department of Housing, Infrastructure and Communities (currently Infrastructure Canada).

Going forward, the Department will ensure that this commitment to tie infrastructure investments to housing goals is reflected in the development and design of new infrastructure programs. Working together with CMHC, and leveraging their significant housing expertise, INFC will conduct qualitative and quantitative analyses and assessments to support collaboration with other orders of government, the development of policies and programs geared towards enhancing housing supply, as well as aligning broader housing policy objectives to the federal government's commitments on climate change and affordability.

In tandem with new program development, the Department will also leverage existing initiatives and programs to get more affordable housing options to more people. The Canada Community-Building

Fund (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. The 2014-2024 ten-year agreements will expire on March 31, 2024 and INFC is working towards implementing renegotiated CCBF agreements with the agreement signatories. New agreements will address the housing needs of communities by requiring signatories to take concerted actions that will add more homes and make them affordable.

Through permanent federal funding for public transit and active transportation, INFC will support cities and communities with long-term, stable funding commitments. Infrastructure Canada will continue to work to facilitate collaboration among all orders of government, Indigenous partners, transit agencies, and other stakeholders to develop and approach public transit and active transportation funding in a manner that offers the greatest benefits to Canadians from coast to coast to coast. Recognizing the link between housing and mobility, the Department will continue to engage with funding recipients to support better access to amenities for existing housing and influence transit-oriented community development. Through future on-going public transit funding, the Department will support increases to the supply and improved affordability of housing by enabling and incentivizing infrastructure projects that will better connect housing, transit and land use.

As Infrastructure Canada develops new funding programs, the availability of housing will remain an important focus and housing conditionalities will be applied in all appropriate funding streams. To this end, Housing Needs Assessments (HNAs) will be a critical component of INFC's integrated, whole-of-portfolio approach to leveraging future infrastructure funding programs to drive housing outcomes in an evidence-based way. HNAs will provide the necessary data to ensure that infrastructure investments lead to the development of a housing supply that fits unique communities' needs. In addition, INFC is partnering with CMHC to develop additional guidance for federal programming to standardize the approach for assessing housing needs across Canada and generating a baseline of data that can be used to develop robust and ambitious housing targets as part of long-term transit funding agreements.

The Department will further support housing with targeted investments in research and data, geospatial analytics, and economic analysis to guide evidence-based decision-making, advance innovation, inclusion and net-zero objectives, and drive effective solutions to housing and infrastructure challenges.

**Continue investments toward zero emission buses, active transportation, and rural transit initiatives while preparing for the launch of new public transit programming, aiming to provide long-term funding and increase linkages to housing and environmental commitments, while also ensuring sustainable mobility and more prosperous, accessible, and transit-oriented communities.**

Public transit is an important option for Canadians to get where they need to go, whether that's to work or school, a healthcare appointment, or a social engagement with family and friends. When Canadians choose to take public transit, they expect convenient, dependable, and efficient travel. Infrastructure Canada's investments make it easier for Canadians to access public transit and support sustainable communities by providing Canadians with environmentally friendly and sustainable transportation choices.

Through the Permanent Public Transit Program (PPTP), INFC 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 and active transportation projects and supporting the expansion of large urban, rural and remote transit systems, as well as continuing to work with recipients to provide support throughout the lifecycle of projects and flow funds under the three direct-application funds of the PPTP: the Zero-Emission Transit Fund (ZETF), the Active Transportation Fund (ATF), and the Rural Transit Solutions Fund (RTSF).

The Department will also continue to provide yearly funding through the Canada Community-Building Fund (CCBF) to provinces and territories, who in turn flow the funds to municipalities. Communities have the opportunity to make strategic investments, and have historically used a significant portion of the funds for the enhancement of public transit systems and the development of active transportation networks, such as cycling paths and pedestrian walkways.

As well, as part of the over \$33 billion Investing in Canada Infrastructure Program (ICIP), the Public Transit Infrastructure Stream delivers on investments to support projects that 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. The Department will continue to work with provinces to implement projects approved under the program, while working collaboratively with territories to fully commit their remaining funding to priority projects by March 31, 2025.

Infrastructure Canada will continue to invest in Canada's public transit systems by designing new programs that will support transit solutions through ongoing investments in predictable public transit funding. The core objectives of this funding are to increase the use of public transit and active transportation, increase housing supply and affordability as part of complete, transit-oriented communities, increase mobility options for Canadians to contribute to climate change mitigation and resilience, and improve access to public transit and active transportation for equity-deserving groups including persons with disabilities, low-income Canadians, Indigenous people, and others. Advancing progress towards these core objectives will contribute to economic growth and prosperity, greenhouse gas (GHG) emissions reduction and environmental sustainability, as well as a more inclusive Canada.

The integration of data, research, and analysis will be pivotal in shaping the trajectory of these initiatives. By leveraging data-driven insights, garnered via research and rigorous analysis, the Department will support transit projects that are ambitious and make the biggest difference for Canadians, fostering a sustainable and resilient public transportation ecosystem that benefits both the environment and the well-being of Canadians.

**Invest in infrastructure by delivering programs that: enable the construction and rehabilitation of core, resilient, public infrastructure that moves Canada toward a net-zero carbon, climate resilient future; strengthen local economies; drive long term economic growth; protect our communities most at-risk; support housing goals and enhance the quality of life of Canadians.**

Increasingly frequent, severe, and extreme weather events are impacting Canada's infrastructure systems. People in Canada need to be able to trust that their infrastructure can withstand climate impacts for decades to come. Infrastructure Canada is investing in projects, such as seawalls, dykes, dams, fire breaks, and climate-resilient buildings, that will protect Canadians and communities from current and future climate conditions.

INFC is supporting communities in climate-proofing their infrastructure systems through programs such as the Green and Inclusive Community Buildings program, the Disaster Mitigation and Adaptation Fund (DMAF), the Natural Infrastructure Fund, and the Canada Community-Building Fund (CCBF). These programs advance the federal outcomes identified in the 2030 Emissions Reduction Plan, the National Adaptation Strategy and the Government of Canada Adaptation Action Plan by investing in public infrastructure that supports climate resilience and the transition to a net-zero economy.

Canadians need community spaces now more than ever to connect, engage, and support each other as we experience a rapidly changing climate. Community spaces need to be built in a way that aligns with Canada's transition to net-zero emissions, combining different solutions to ensure they will withstand future hazards. By either investing in new building construction or improving the conditions of existing buildings, we can ensure that these energy-efficient, publicly accessible structures remain resilient and high-performing beacons of the community.

Infrastructure Canada will continue to protect our communities most at risk via engagement with DMAF-funded project proponents throughout their project lifecycle. These projects support the construction and rehabilitation of public infrastructure designed to reduce the impacts of climate change, disasters triggered by natural hazards and extreme weather events. The DMAF aims to strengthen the resiliency of Canadian communities through these investments by mitigating impacts on health and safety, protecting critical infrastructure, reducing disruptions to essential services, mitigating economic impacts and avoiding losses.

The Department will also continue to provide yearly funding through the CCBF to provinces and territories, who in turn flow the funds to their municipalities. Communities have the opportunity to make strategic investments across a broad range of project categories, supporting productivity, economic growth, and clean environments. The 2014-2024 ten-year agreements will end on March 31, 2024 and the Department is working towards implementing renegotiated agreements with signatories.

Through the Green Infrastructure Stream, the Investing in Canada Infrastructure Program (ICIP) supports climate change mitigation and resilience projects, including projects that support GHG reductions and structural and natural capacity to adapt to climate change impacts, natural disasters, and extreme weather events. INFC continues to work collaboratively with provinces to implement projects approved under the program, while also working collaboratively with territories to implement the program and fully commit their remaining funding to priority projects by March 31, 2025.

INFC is using every investment as an opportunity to increase the climate-readiness of Canada's infrastructure. In the coming year, INFC will continue to build upon the Climate Lens, a key tool for assessing the climate impacts of infrastructure, to support infrastructure decision-makers in factoring climate considerations into infrastructure planning, design and delivery. Climate requirements designed to foster GHG emissions reductions and climate risk reduction will be developed and applied to new infrastructure funding programs.

The Department is also developing knowledge and data to design, construct and maintain infrastructure that is resilient and built-to-last. To support communities with planning and constructing low-carbon, resilient infrastructure, INFC will drive development and use of the best available data, standards and guidance, while also delivering asset- and hazard- specific guidance, to reduce climate-related risks for infrastructure. In the upcoming year, INFC will work to expand codes, standards, and guidance for climate resilient and low-carbon infrastructure.

In addition, INFC will launch a suite of new tools and services designed to support communities as they consider low-carbon resilience in infrastructure projects. These services will be provided through an open-access online Climate Toolkit Platform, a Help Desk hosted at INFC, and a roster of climate and infrastructure experts. Canadian communities will have access to relevant datasets, guidance and direct technical support to assess climate risks and vulnerabilities. INFC will also help communities identify risks and GHG emissions reduction opportunities in infrastructure investments.

**Continue to support communities, partners and other organizations through the delivery of programs that prevent and reduce homelessness, including chronic, Indigenous, and Veteran homelessness, through funding for communities, capacity building, and innovation and research projects.**

Everyone deserves a safe and stable place to call home, but far too many people in Canada face the daily, unacceptable reality of homelessness. That is why Infrastructure Canada's homelessness programming invests in preventing and reducing homelessness across the country. In the 2024-25 fiscal year, Reaching Home: Canada's Homelessness Strategy will continue to provide crucial funding to urban, Indigenous, rural and remote communities throughout the country. This includes the provision of additional Reaching Home funding, which was provided through Budget 2022, in recognition of the unique pressures currently facing communities, the homelessness-serving sector, and those experiencing or at risk of homelessness. This funding will help organizations deliver vital services to individuals and families experiencing or at risk of homelessness. Funding in 2024-25 will also support capacity building and the implementation of Coordinated Access Systems in communities, as well as advance the development of innovative approaches to addressing homelessness.

Given the overrepresentation of Indigenous peoples among those experiencing or at risk of experiencing homelessness, Reaching Home will continue to fund and support Indigenous partners in their work 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 individuals across Canada.

In 2023-24, Infrastructure Canada launched the Veteran Homelessness Program with a call for proposals. This program provides \$72.9 million through the Services and Supports Stream to provide rent supplements and wrap-around supports (e.g., mental health, and substance use supports). In addition, the Capacity Building Stream provides \$6.2 million in funding to support capacity building and research on Veteran homelessness. In early 2024-25, contribution agreements with selected recipients will be signed, followed by the first Veterans being served.

Budget 2022 allocated \$18.1 million to conduct action research on identifying further measures that can contribute to eliminating chronic homelessness in Canada. Through the Action Research on Chronic Homelessness initiative, the Government of Canada is working with and supporting eight communities across Canada. Each site will be supported to identify and document persistent barriers, challenges and successes, as well as test potential approaches. A key objective of the research is to adapt and share findings to enhance approaches to ending chronic homelessness at the community level, as well as across provincial, territorial and federal governments. Ultimately, the findings will inform the development of a broader strategy and identify actions needed to end chronic homelessness.

Recognizing that homelessness is a shared responsibility and that the Government of Canada is not the primary funder of homelessness programming in many communities, Infrastructure Canada mobilizes community, municipal, provincial, territorial, and federal partners, as well as diverse stakeholders, to

help address homelessness. In 2024-25, Infrastructure Canada will continue to regularly engage with stakeholders to inform homelessness policy and program design, ensure Reaching Home funding recipients leverage various federal funding opportunities, as well as support funding recipients in implementing Coordinated Access Systems.

**Proactively engage with stakeholders, partners and Indigenous organizations and communities, as well as advance research and data to inform policy and program development, to build programs that are accessible to diverse communities of all sizes and incorporate inclusive and innovative planning to support local community growth and renewal.**

As part of the Department's role in making significant investments in public infrastructure, INFC will continue to engage in research and analysis to advance the Department's understanding of infrastructure needs and strategic priorities in various sectors. Areas of focus include resilient infrastructure, community assets, water and wastewater systems, solid waste management, public transit networks, natural infrastructure, climate equity, and the climate impacts of infrastructure investments.

The Department is also an investor in research and data that enhances the overall knowledge base about housing and infrastructure across Canada and supports informed decisions. For example, the Research and Knowledge Initiative (RKI) is a national merit-based contributions funding program that funds projects focused on key Government of Canada research and data priorities related to housing, infrastructure and communities. The RKI will see a number of projects completed from its first round of funding that was initiated in 2021; and a series of new projects will be selected and launched in 2024-25 with an additional \$10 million, to examine and test practical solutions to housing and infrastructure challenges, and respond to key concerns such as affordability, equity in access, and/or adaptability to changing needs, including climate change and demographic change. In terms of data, INFC works closely with Statistics Canada to produce core national data products such as Canada's Core Infrastructure Survey and the Infrastructure Economic Account as well as innovative new measures such as Spatial Access Measures, which measures access to services and amenities using active and public modes of transportation.

As Infrastructure Canada monitors its suite of programs and explores ways to further advance infrastructure and housing priorities, proactive engagement will take place with all orders of government, as well as Indigenous partners. These engagement activities help inform policy and program improvements and ensure that programs support the development of communities that are modern, green, inclusive, innovative, resilient, and provide public mobility solutions, while also integrating and supporting housing outcomes and strategies.

As Infrastructure Canada continues to design the next phase of public transit funding, it will do so informed by the *What We Heard Report* published in July 2023. The Department will continue targeted engagement with all levels of government and stakeholders, including transit agencies, to ensure transit investments support the achievement of Canada's goals of increasing housing affordability and supply, stimulating economic growth, enhancing climate resilience, and reducing emissions.

Infrastructure Canada remains committed to accessibility and to the goal of a barrier-free Canada by 2040. To this end, INFC will continue to ensure that requirements related to accessibility and disability inclusion are incorporated into application guidance for various programs as well as funding/contribution agreements, including program improvement initiatives. For example, many INFC programs continue to require that project applicants meet provincial/territorial building codes or



municipal by-laws, and ensure the projects meet or exceed the Canadian Standards Association's (CSA) highest published accessibility standard(s) that are relevant to the project.

INFC will continue to work with partners as part of implementing the National Adaptation Strategy and the Government of Canada Adaptation Action Plan. INFC is the overall federal lead for the development and use of climate-informed codes, standards and guidelines for resilient infrastructure in Canada. Through a collaboration between INFC, the National Research Council of Canada and the Standards Council of Canada, new or updated guidance will be developed, and its uptake promoted, to support climate-resilient infrastructure and buildings.

Infrastructure Canada will also continue to engage with partners and stakeholders to advance priorities and investments in infrastructure that contribute to a high quality of life for Canadians and support the Government of Canada's commitment to close the Indigenous infrastructure gap and advance reconciliation. These efforts will be supported in part through engagement at multilateral fora, including the Federal-Provincial-Territorial (FPT) Meeting of Ministers and Deputy Ministers of Infrastructure. Continuing engagement through these fora ensures that the realities and priorities of these groups inform policy and program development in support of complete communities, and also fosters positive relationships with provincial and territorial governments on other shared challenges such as homelessness.

Infrastructure Canada will continue engagement with Indigenous and non-Indigenous partners to better understand the nature of collaboration at the community level and identify opportunities that will further enhance community-level coordination on Indigenous homelessness. Alongside this, Infrastructure Canada will continue to collaborate with First Nations, Inuit and Métis partners to support the co-development of distinctions-based approaches to preventing and reducing homelessness, with a focus on service delivery and culturally appropriate supports.

**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 engage with key stakeholders and other orders of government to understand key infrastructure challenges. This work is a continuation of the initial public consultations that the Department conducted in 2021 and will inform the potential areas of focus for Canada's first National Infrastructure Assessment (NIA), which will be an evidence-based, data-driven assessment that will help inform future infrastructure investment decisions. In addition, Infrastructure Canada will support the Minister to establish and set up a ministerial advisory body to lead the NIA.

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

The Government of Canada continues to allocate funds for the construction and long-term operations of significant federal bridges and projects. These endeavors aim to stimulate economic growth, provide value for Canadians, and prioritize safety, sustainable development, and urban integration. Investments encompass various projects such as the Gordie Howe International Bridge (GHIB) project, the Samuel De Champlain Bridge Corridor project, the Quebec Bridge Restoration project and infrastructure in the

Montreal region managed by the Jacques Cartier and Champlain Bridges Incorporated, such as the Bonaventure Expressway Reconfiguration Project.

INFC also continues to provide oversight and support to Windsor-Detroit Bridge Authority, a Crown corporation established to deliver the GHIB project through a public-private partnership (P3) as it progresses with construction and preparation for the operational phase.

INFC remains at the forefront of delivering the Samuel De Champlain Bridge Corridor project through a P3 model. While the Corridor has been operational since 2019, the much anticipated automated Réseau express métropolitain (REM) light rail system went into service in July 2023, making full use of the Samuel De Champlain Bridge Transit Corridor to move thousands of people each day. Infrastructure Canada will continue collaborating with its partners in 2024-25 as the Samuel De Champlain Bridge Corridor project transitions to the stable operational phase.

Finally, in alignment with the Government's commitment, the Department will continue supporting the Minister of Transport in finalizing negotiations to repatriate and rehabilitate the Quebec Bridge, a landmark of strategic, economic and heritage importance. INFC will undertake the required due diligence activities before the acquisition of the bridge and will work with the internal and external stakeholders to plan for a successful transition of ownership.

**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.

The Department will continue to bring together federal, provincial, territorial, municipal, Indigenous partners 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 these activities, the Department will facilitate the integration of alternative finance and private capital to help address infrastructure gaps within existing CIB priority investment areas and explore opportunities in other sectors (e.g., housing and infrastructure resiliency to climate change) in ways that deliver lasting benefits to Canadians while reducing the burden on government spending and taxpayers.

Infrastructure Canada will also continue to deepen its understanding of the priorities and challenges facing local and provincial stakeholders concerning infrastructure development in Canada, and continue to explore opportunities to promote alternative finance mechanisms where appropriate. INFC will also continue to enhance its knowledge of market trends in infrastructure financing and investment priorities of private and institutional investors to support policies that will attract private capital and innovation for Canadian infrastructure. Additional analysis will be done on project structures used internationally as well as activities of comparable infrastructure banks and international financing institutions abroad.

## Refocusing Government Spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next five years, starting in 2023–24, and by \$4.1 billion annually after that.

As part of meeting this commitment, Infrastructure Canada is planning the following spending reductions.

- **2024-25:** \$26,171,063
- **2025-26:** \$69,029,402
- **2026-27:** \$47,794,515

Reductions for INFC reach \$11.3 million in 2027-28 and ongoing.

Infrastructure Canada will achieve these reductions by doing the following:

- Reductions in the INFC base Operating budget
- Reductions in contributions under the Smart Cities Challenge
- Reductions in contributions to the Permanent Public Transit Program

The figures in this departmental plan reflect these reductions.

## Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

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

*Departmental results:*

- Departmental Result 1.1: Infrastructure, communities and homelessness policy are informed by evidence
- Departmental Result 1.2: Infrastructure, affordable housing and homelessness policies improve the quality of life for all Canadians.

*Planned spending:* \$77,481,180

*Planned human resources:* 423

More information about Public Infrastructure, Communities, Affordable Housing and Homelessness Policy can be found in the full departmental plan.

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

*Departmental results:*

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

*Planned spending: \$30,984,746*

*Planned human resources: 276*

More information about Public Infrastructure, Communities and Homelessness Investments can be found in the full departmental plan.

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

*Departmental results:*

- **Departmental Result 3.1:** Investments are delivered with appropriate stewardship.

*Planned spending: \$8,027,511,831*

*Planned human resources: 321*

More information about Public Infrastructure and Communities Investment Stewardship and Delivery can be found in the full departmental plan.

# Infrastructure Canada 2024-25 Departmental plan

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## From the Minister

I am pleased to introduce Infrastructure Canada's 2024-25 Departmental Plan. This coming fiscal year will mark a significant milestone and transition for both the Department and the Government of Canada. In the 2023 Fall Economic Statement, the Government signaled its intention to table legislation that will formalize the Department's mandate and role to improve housing outcomes, reduce and prevent homelessness, and enhance public infrastructure in order to foster inclusive, sustainable and prosperous communities. The Government also intends to change the name of the Department from Infrastructure Canada to Housing, Infrastructure and Communities Canada to better reflect the Department's mandate.

The Departmental Plan is a summary of priorities, programs and policies that will help improve the quality of life of Canadians by creating jobs and economic growth, supporting climate resilience, contributing to housing availability and affordability, reducing homelessness, and building a stronger and more inclusive Canada.

Canada's housing crisis has affected individuals, families, seniors, Veterans, Indigenous Peoples, and people experiencing or at risk of experiencing homelessness across the country.

Infrastructure Canada has taken a leadership role regarding housing policy and program development within the federal government, in partnership with the Canada Mortgage and Housing Corporation. The Department will continue to build up internal housing policy capacity and collaborate closely with colleagues at the Canada Mortgage and Housing Corporation to support program development and

strengthen the government's overall ability to provide advice and support on housing and homelessness issues.

To ensure that our policy development and program design result in increased positive social outcomes, such as building more homes for Canadians, the Department will continue to engage and consult with key stakeholders, such as regional transit providers, municipalities, provinces, and territories. We will continuously assess the levers at our disposal and what more we can do with our federal counterparts, as well as other levels of government and partners, to strengthen communities for Canadians.

The Department will build on existing initiatives and supports while leveraging programs to get more affordable housing options to more people. Formally recognizing the ties between housing and infrastructure has placed us in a position to better identify and address Canadians' concerns about housing supply and affordability, from a national to a local level. By working with all orders of government and leveraging infrastructure programming such as the Canada Community-Building Fund, the Department will seek to ensure that investments lead to the development of housing that is affordable and meets the needs of growing communities.

This commitment to tie housing development to infrastructure investment will also contribute to building accessible, affordable, and transit-oriented communities. Permanent federal funding for public transit and active transportation will be central to the Department's efforts, as we ensure people can more easily travel to work, healthcare and childcare services, and recreational options. Our Department's permanent, predictable federal public transit funding will help Canadians get to where they need to go and stay connected to family and friends.

Making sure no one gets left behind, Infrastructure Canada will continue to support our most vulnerable. The 2024-25 Departmental Plan notes key measures to reduce and end chronic homelessness, through programs such as Reaching Home, Action Research on Chronic Homelessness, and the Veteran Homelessness Program. These efforts support the most vulnerable Canadians in maintaining safe, stable, and affordable housing and reducing chronic homelessness nationally.

To respond to the need for better-informed infrastructure investment decisions in the context of a rapidly changing climate, the Department is making additional investments to help implement the federal National Adaptation Strategy. Through the Disaster Mitigation and Adaptation Fund, projects are being funded to support the construction and rehabilitation of public infrastructure designed to reduce the impacts of climate change, disasters triggered by natural hazards and extreme weather events on Canadians. Further, the launch of the Climate Toolkit Platform will help support communities by considering low-carbon resilience in infrastructure projects.

The Department will also continue to deliver key programs that provide meaningful benefits to Canadians. Programs like the Green and Inclusive Community Buildings program continue to support retrofits, repairs or upgrades of existing publicly accessible community buildings that serve equity-denied and high-needs communities across Canada.

Together with our partners, we will continue to work to meet the needs of Canadians and communities today and anticipate those of tomorrow. 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.

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

The 2024-25 Departmental Plan is full of community-focused goals, and I am excited to see those goals realized, as we continue to build on past progress with new ambitions. We have accomplished a great deal in support of housing, climate resilience, public transit, and the effort to end chronic homelessness in Canada. The important work of the Department will help ensure all members of society can live as part of thriving communities and benefit from the collective progress we have made.



The Honourable Sean Fraser  
Minister of Housing, Infrastructure and Communities

## Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

- [Core Responsibility 1: Public Infrastructure, Communities, Affordable Housing and Homelessness Policy](#)
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Core Responsibility 1: Public Infrastructure, Communities, Affordable Housing<sup>1</sup> and Homelessness Policy

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#### *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.

#### *Quality of life impacts*

This core responsibility contributes to the “Prosperity” domain of the Quality of Life Framework for Canada and, more specifically, “Housing needs” and “Homelessness”. It does this through setting policies for both public infrastructure and approaches for the development of affordable housing, addressing homelessness that targets the needs of Canadians and stakeholders (public/private partners) while considering finite resources. Policy solutions determine how the federal government supports approaches to address housing needs and homelessness which have impacts on Canadians’ standard of living.

It also contributes to the “Environment” domain and, more specifically, the sub-domains of “Drinking water”, “Climate change adaptation”, “Access to public transit”, and “Waste management”. It also does this through policy solutions that determine how the federal government supports public infrastructure

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<sup>1</sup> ‘Affordable Housing’ in the context of this Departmental Plan refers to housing supply and affordability. Future amendments to INFC’s Departmental Results Framework will reflect this change in subsequent reports.



development, major bridges, public transit, clean water and wastewater, and disaster mitigation, among other areas, which have impacts on sustainable communities.

*Results and targets*

The following tables show, for each departmental result related to Public Infrastructure, Communities, Affordable Housing and Homelessness Policy, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

*Table 1: Indicators, results and targets for Departmental Result 1.1: Infrastructure, communities and homelessness policy are informed by evidence.*

Indicator	2020–2021 result	2021–2022 result	2022–2023 result	2024-25 target	Date to achieve
1.1.1: Canada Core Public Infrastructure Survey response rate <sup>2</sup>	89%	Not applicable <sup>3</sup>	89%	85%	March 31, 2025
1.1.2: Usage of Infrastructure Economic Accounts (INFEA) and Canada Core Public Infrastructure Survey (CCPI) data	12,418	20,239	10,487	10,000 Views/ Downloads	March 31, 2025
1.1.3: Number of national homelessness reports that are published	Not applicable	Not applicable	6	8	March 31, 2025

*Table 2: Indicators, results and targets for Departmental Result 1.2: Infrastructure, affordable housing and homelessness policies improve the quality of life for all Canadians.*

Indicator	2020–2021 result	2021–2022 result	2022–2023 result	2024-25 target	Date to achieve
1.2.1: Gross Domestic Product attributable to public investments in infrastructure (current dollars)	\$46,690,704,000	\$50,623,649,000	\$57,956,755,046	\$50,000,000,000	March 31, 2025

<sup>2</sup> 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 2021-22.

<sup>3</sup> Not applicable is used to indicate information that is not available or that does not apply to a particular situation.

Indicator	2020–2021 result	2021–2022 result	2022–2023 result	2024-25 target	Date to achieve
1.2.2: Remaining useful life ratio of infrastructure assets	58.9%	58.9%	58.9%	50%	March 31, 2025
1.2.3: Reduction in per capita greenhouse gas (GHG) emissions from transportation, buildings, solid waste, construction and wastewater sectors since 2005	Not applicable	1.19 tonnes (reduction)	1.20 tonnes (reduction)	Reduction > 0	March 31, 2025
1.2.4: Remaining useful life of infrastructure assets particularly relevant to vulnerable populations: public transit, as well as recreational and sports facilities	59.1%	58.3%	57.6%	50%	March 31, 2025
1.2.5: Percentage of the population living within 500 metres of a public transit stop	Not applicable	Not applicable	78.2%	78%	March 31, 2025
1.2.6: Number of people placed in more stable housing	Not applicable	Not applicable	19,483	19,000	March 31, 2025

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

*Plans to achieve results*

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

In support of the above result, INFC will:

- Undertake research and analysis to identify sector needs, best practices, barriers, and solutions (including technical, financial, and policy) related to low-carbon construction, GHG retrofits, solid waste management, water and wastewater systems, resilience, and natural and hybrid infrastructure.
- Engage and collaborate with experts and partners to improve the quality and access to data and related modelling and analytics to support transit-related investments and decision-making.
- Initiate new projects from a second Call for Applications under the Research and Knowledge Initiative, with a focus on applied research and practical solutions for addressing Canadian housing and infrastructure needs.
- Conduct stakeholder engagement to inform future departmental policy and programming, including in relation to resilient infrastructure, community assets, water and wastewater systems, solid waste management, public transit networks, natural infrastructure, and the climate impacts of infrastructure investments.
- Analyze the impacts of our investments in public transit and active transportation infrastructure.
- Develop evidence-based climate requirements for future infrastructure programming, including resilience assessments, risk-reduction options, and emissions-reduction options, to advance Canada's climate objectives.
- Invest in the development of guidance (codes, standards, guidelines, and tools) that can enable investments in low-carbon, resilient infrastructure.
- Ensure applicants and other infrastructure practitioners have the best available evidence, data, and guidance necessary to mitigate climate-related risks to infrastructure, via the development of an online platform, creation of a Help Desk, and engagement with a roster of experts.
- Serve as a policy centre of expertise in project finance and alternative finance 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, including other federal departments, in the development of innovative and cost-effective approaches to address current and emerging infrastructure gaps.
- Provide analysis and advice to support increased uptake of alternative finance models in Canada by provinces, municipalities and private and institutional investors.
- Manage the federal relationship with, and oversight of, the tri-government corporation Waterfront Toronto and provide strategic advice on matters involving planning, strategy, partnerships and governance, using data and evidence related to the infrastructure needs of the target communities.
- 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 (GHIB), including matters related to planning, procurement, design, construction, operations, engagement, international advocacy and commercial oversight. INFC will also provide strategic advice on the effective management of the Quebec Bridge once it is acquired by the Federal Government.
- Ensure secretariat support and governance for the two Crown corporations in the Department's portfolio responsible for major bridge projects, the Jacques Cartier and Champlain Bridges Incorporated and Windsor-Detroit Bridge Authority. This includes interfacing with stakeholders

and partners, including the State of Michigan and the city of Detroit on the GHIB project and the City of Montreal on the Bonaventure Expressway Reconfiguration Project.

- Leverage research findings and best practices to inform management of the relationship with infrastructure investing stakeholders under alternative finance mechanisms.
- Partner with various levels of government to promote standardized evidence-collection and reporting initiatives on housing, to develop evidence-based policies that promote transit-oriented, complete, inclusive and resilient communities.
- Develop reports to improve the understanding of the drivers, prevalence and demographics of homelessness in Canada.
- Support action research about what further measures could contribute to eliminating chronic homelessness in Canada.

### **Departmental Result 1.2: Infrastructure, affordable housing<sup>4</sup> and homelessness policies improve the quality of life for all Canadians**

In support of the above result, INFC will:

- Develop new datasets and indexes to measure housing and transportation affordability, as well as environmental equity discrepancies, across Canada.
- Leverage future infrastructure funding programs to drive housing outcomes in an evidence-based way that fits unique communities' needs by developing novel datasets via Housing Needs Assessments.
- Coordinate action across the federal government to encourage innovation in housing construction and reduce barriers to labour in the construction sector.
- Provide analysis and advice to support the repurposing of surplus federal lands or redevelopment of underutilized federal lands for housing.
- 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.
- Work with the Canada Infrastructure Bank to optimize the use of public funds to deliver more infrastructure for Canadians, including providing advice on alternative finance opportunities that can be leveraged to facilitate investments in Canada's national housing supply.
- Support the Canada Infrastructure Bank as it explores further opportunities to attract investment in infrastructure that enables housing developments.
- Manage the federal relationship with and oversight of Waterfront Toronto to support the development of infrastructure along Toronto's waterfront that yields significant social, environmental, and economic benefits, including as it relates to housing opportunities.
- 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.
- Collaborate with the Canada Mortgage and Housing Corporation to build up internal housing policy to strengthen the department's overall ability to provide advice and support on housing and homelessness issues.

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<sup>4</sup> 'Affordable Housing' in the context of this Departmental Plan refers to housing supply and affordability. Future amendments to INFC's Departmental Results Framework will reflect this change in subsequent reports.

- Help people experiencing or at risk of homelessness, including Veterans, access and maintain safe, stable and secure housing through Reaching Home and the Veteran Homelessness Program.

#### *Program inventory*

Public Infrastructure, Communities, Affordable Housing and Homelessness Policy is supported by the following programs:

- Public Infrastructure and Communities Policy
- Alternative Financing Policy
- Major Bridges Policy
- Homelessness Policy

Supporting information on planned expenditures, human resources, and results related to Infrastructure Canada’s program inventory is available on [GC Infobase](#).

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

### **In this section**

- [Description](#)
- [Quality of life impacts](#)
- [Results and targets](#)
- [Plans to achieve results](#)
- [Program inventory](#)

#### *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 Housing, Infrastructure and Communities.

#### *Quality of life impacts*

This core responsibility contributes to the “Prosperity” domain of the Quality of Life Framework for Canada and, more specifically, “Housing needs” and “Homelessness”. In addition it also contributes to the “Environment” domain and more specifically “Drinking water”, “Climate change adaptation”, “Access to public transit”, and “Waste management”. It contributes through the use of 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. The programs and the associated projects that are funded by Infrastructure Canada, contribute to these domains in the Quality of Life Framework.

*Results and targets*

The following tables show, for each departmental result related to Public Infrastructure, Communities, and Homelessness Investments, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

*Table 3: Indicators, results and targets for Departmental Result 2.1: Funding is invested and leveraged to support public infrastructure, affordable housing and homelessness projects in Canada.*

Indicator	2020–2021 result	2021–2022 result	2022–2023 result	2024-25 target	Date to achieve
2.1.1: Infrastructure Canada funding committed to projects in the fiscal year	\$3,610,134,441	\$11,987,647,243	\$6,665,063,451	\$5,183,446,583	March 31, 2025
2.1.2: Number of projects considering and using alternative finance procurement models by public sponsors in Canada <sup>5</sup>	Not applicable	Not applicable	Not applicable	20	March 31, 2025

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

*Plans to achieve results*

**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:

- Ensure that federal infrastructure funding builds resilient communities and supports diverse organizations by:
  - making green and accessible retrofits, repairs or upgrades of existing public community buildings;
  - constructing or rehabilitating public infrastructure to mitigate and adapt to future climate change impacts and natural hazards;
  - adopting natural and hybrid infrastructure solutions; and

<sup>5</sup> 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.

- constructing 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, and green energy projects.
- 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.
- Continue to ensure, as part of the INFC Accessibility Plan 2023-2025, that accessibility and inclusion are taken into consideration within the design and delivery of programs by:
  - assessing grants and contributions programs to review current approaches to accessibility, and identifying potential biases and accessibility barriers related to the design and delivery of programs and services;
  - incorporating data requirements that support performance indicators related to accessibility into the departmental program performance measurement strategies; and,
  - ensuring published program materials and portals are accessible and in compliance with plain language and accessible Web design standards and that all programs are available in multiple service delivery channels and alternate formats for documents/materials.
- Leverage infrastructure funding to promote housing outcomes across all programs with an aim to increase or preserve housing supply and affordability. INFC will also support sound evidence-based planning to ensure complete, inclusive and resilient communities.
- Promote integrated planning processes at the local and regional level and ensure that housing and infrastructure programs work effectively together to achieve mutually reinforcing goals and promote the development of complete, inclusive and resilient communities and support transit-oriented development.
- Provide funding to communities and partners through Reaching Home and the Veteran Homelessness Program to support projects intended to prevent and reduce homelessness, including Veteran homelessness.
- 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.
- Promote information and knowledge about alternative financing approaches so that synergies with infrastructure investing stakeholders can be created to advance federal and local priorities related to public infrastructure development.
- 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.
- 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 to leverage other sources of public and private funding.
- Facilitate the 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 the Jacques Cartier and Champlain Bridges Incorporated as it advances the deconstruction of the original Champlain Bridge, undertakes the Bonaventure Expressway Reconfiguration Project, and ensures sound lifecycle management of its other assets.

#### *Program inventory*

Public Infrastructure, Communities, and Homelessness Investments is supported by the following programs:

- Public Infrastructure and Communities Investment
- Alternative Financing Investment
- Major Bridges Investment
- Homelessness Investment

Supporting information on planned expenditures, human resources, and results related to Infrastructure Canada’s program inventory is available on [GC Infobase](#).

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

#### **In this section**

- [Description](#)
- [Quality of life impacts](#)
- [Results and targets](#)
- [Plans to achieve results](#)
- [Program inventory](#)

#### *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.

#### *Quality of life impacts*

This core responsibility contributes to the “Prosperity” domain of the Quality of Life Framework for Canada and, more specifically, “Housing needs” and “Homelessness”. In addition, it also contributes to the “Environment” domain and more specifically “Drinking water”, “Climate change adaptation”, “Access to public transit”, and “Waste management” through monitoring activities that are used to oversee projects and ensure they are delivered as expected for Canadians. The oversight and delivery of programs and projects that are funded by Infrastructure Canada contribute to these domains in the Quality of Life Framework.

#### *Results and targets*

The following tables show, for each departmental result related to Public Infrastructure and Communities Investment Stewardship and Delivery, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.



Table 4: Indicators, results and targets for Departmental Result 3.1: Investments are delivered with appropriate stewardship.

Indicator	2020–2021 result	2021–2022 result	2022–2023 result	2024-25 target	Date to achieve
3.1.1: Percentage of projects completed in the fiscal year <sup>6</sup>	Not applicable	Not applicable	Not applicable	85%	March 31, 2025
3.1.2: Percentage of claims paid in the fiscal year <sup>3</sup>	Not applicable	Not applicable	Not applicable	90%	March 31, 2025
3.1.3: Percentage of Reaching Home Annual Results reports submitted in a timely fashion	Not applicable	Not applicable	80%	80%	March 31, 2025

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

*Plans to achieve results*

**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 and the Veteran Homelessness Program.
- Collect and review data on infrastructure program/project outcomes and expected results which will enable the Department to support parliamentary reporting requirements and provide valid and reliable information to the public.
- Continue efforts to carry out and improve monitoring and stewardship of project investments to ensure compliance and achievement of expected results, including:
  - Completing project reviews and oversight to ensure environmental requirements and Indigenous consultation obligations are met throughout the lifecycle of each project funded by Infrastructure Canada.
  - Monitoring projects for progress, assessing and working with proponents to mitigate risks and reporting on results achieved.
  - Reviewing claims and processing payments in a timely fashion to facilitate the flow of funding to project recipients.

<sup>6</sup> INFC’s Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of indicators 3.1.1, and 3.1.2. As these are new indicators, “actual results” for prior years are “Not applicable” for these indicators

- Reviewing program management practices to increase the standardization and harmonization of approaches to reduce complexity and improve oversight.
- 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 advice and secretariat support to the Canada Infrastructure Bank and monitor the Bank's progress against its policy objectives.
- Provide oversight of Waterfront Toronto in partnership with the Government of Ontario and the City of Toronto by representing federal perspective and priorities in overall planning and governance of the organization, as well as the stewardship and sound delivery of federally-funded projects.
- 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.
- Ensure effective oversight and support delivery of the Gordie Howe International Bridge project by the Windsor-Detroit Bridge Authority. It will also provide stewardship to support the transition from the construction phase to the operations phase, including guidance on tolling and traffic policies.

#### *Program inventory*

Public Infrastructure and Communities Investment Stewardship and Delivery is supported by the following programs:

- Allocation-Based and Direct Funding Stewardship
- Alternative Financing Oversight
- Major Bridges Oversight
- Homelessness Funding Oversight

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

#### Related government priorities

##### Gender-based analysis plus

Infrastructure Canada's use of Gender-based Analysis Plus (GBA Plus) helps to fulfill its commitment to equitable outcomes of its infrastructure investments. GBA Plus helps ensure that the needs of diverse communities are represented, and that policies and programs are inclusive. GBA Plus highlights the issues impacting communities, especially those the most at risk, such as the need for affordable housing, accessible public transportation, the creation of sustainable and inclusive communities, climate-resilient infrastructure and combatting homelessness. GBA Plus emphasizes the importance of diversity, equity and inclusion in INFC policies, programs, and outcomes for all communities in Canada.

The departmental GBA Plus Centre of Expertise is devoted to building and strengthening GBA Plus capacity within the Department, by guiding and supporting INFC staff to include GBA Plus in their work.

The GBA Plus Centre of Expertise plays a role to convene and support initiatives and collaborations that promote the incorporation of GBA Plus in all stages of the policy and program cycle including the utilization, collection and reporting of GBA Plus data and outcomes.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals On November 1, 2023, Infrastructure Canada tabled its 2023 to 2027 Departmental Sustainable Development Strategy (DSDS). This new strategy sets out the departmental actions and initiatives that the Department is taking to support the Government of Canada's commitments made through the Federal Sustainable Development Strategy (FSDS). More specifically, Infrastructure Canada will be contributing to six of the 17 FSDS sustainable development goals (SDGs), including: SDG 6) Ensure Clean and Safe Water for All Canadians; SDG 9) Industry, Innovation and Infrastructure; SDG 10) Reduced Inequalities; SDG 11) Sustainable Cities and Communities; SDG 12) Responsible Consumption and Production; and, SDG 13) Climate Action.

Through the delivery of its portfolio, Infrastructure Canada is supporting SDGs by contributing to the resilience and sustainability of communities, advancing initiatives that provide clean and safe water, investing in green infrastructure, and addressing climate change.

More information on Infrastructure Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

## Internal services

### In this section

- [Description](#)
- [Plans to achieve results](#)
- [Snapshot of planned resources in 2024-25](#)
- [Related government priorities](#)

#### *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

### *Plans to achieve results*

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

- Support INFC's operational requirements and grow regional presence in current juncture with fiscal restraints.
- Provide internal advice and a full range of financial services and related reporting.
- Support the organization in securing funding that will enable the achievement of its priorities and goals, including future programming and the transition of the housing policy mandate.
- Mature corporate processes, planning and reporting functions; including results reporting, investment planning and project management, budgeting and forecasting while promoting opportunities for automation and/or increasing efficiency.

INFC's Information Management and Information Technology Division 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 management platform for individual Transfer Payment Programs and promoting digitization for funding recipients, and the digitalization of processes to automate and expedite the delivery of programs to Canadians. In 2024-25, INFC will continue to implement actions stemming from its 2023-2026 Data Strategy. This will ensure that data and information asset management principles and frameworks are utilized to derive new insights from our knowledge.

Concerning real property management services, INFC will continue to grow its regional presence to support its growing mandate and to deliver on the Government of Canada's ambitious infrastructure, housing, and homelessness agendas. INFC currently has office spaces in Ottawa and Montreal, but to keep pace with its organizational growth and transformation, the Department will continue to work with Public Service and Procurement Canada to establish a national footprint by hiring employees in six regional hubs to create meaningful clusters.

INFC will continue to focus on attracting, retaining, and developing its employees. Initiatives aimed at creating an inclusive and barrier-free workplace, as well as fostering employee well-being, will continue to be supported to ensure INFC is a workplace of choice, made up of a workforce that represents the population we serve. To help achieve these goals, Human Resources will collaborate and work in partnership with clients to understand their business needs and develop strategies to enable a more integrated HR approach to supporting clients and organizational needs. In addition, accurate and timely pay will remain a priority for the Department, and various measures will continue to be taken to improve HR-to-Pay services.

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. Along with key partners, the Department will continue to work towards creating a barrier-free Canada by 2040. In 2024-25, the focus will be on centralizing services to ensure a consistent delivery of accessibility-related services for INFC's employees, and exploring ways to build more accessible programs for Canadians. INFC will also support the execution of the Clerk's Call to Action (CCTA) on Anti-Racism, Equity and Inclusion by providing strategic advice and guidance internally and co-facilitating CCTA working groups.

Additionally, the Department will continue to build on its efforts to improve how it communicates and reports on its 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 informed about key departmental and government-wide priorities, initiatives, and guidance through open, transparent, and accessible communications.

INFC will continue to strengthen its audit and evaluation function by ensuring it has adequate resourcing, capacity, knowledge and expertise to provide relevant and timely information about priorities, programs and initiatives to Canadians and decision-makers. Further, INFC will continue to engage internally to provide advisory and consulting support to address arising priorities and initiatives on an ad-hoc basis. Departmental internal audit and evaluation activities will continue to provide insight into the development and implementation of policies and programs.

To provide parliamentarians and executives with specialized advice and services, INFC will also continue to support the Minister and the Deputy Minister for parliamentary affairs, executive correspondence and ministerial coordination. In addition, the Department will continue to maintain effective core governance to ensure that internal management functions support and enable high-performing policies, programs and services, all while ensuring INFC meets its obligations under the *Access to Information Act and Privacy Act*.

*Snapshot of planned resources in 2024-25*

- Planned spending: \$69,232,259
- Planned full-time resources: 449

*Related government priorities*

*Table 5: Planning for contracts awarded to Indigenous businesses*

INFC, as a [Phase 1 listed organization](#), 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 since 2018-19. The target percentages increased annually over the last 5 years, up to the 2022-23 fiscal year, per Appendix E of the Directive on the Management of Procurement.

- INFC invites all Indigenous prequalified bidders to submit a proposal when using the mandatory Standing offers, on a mandatory basis.
- When Indigenous capacity exists outside of the Mandatory Commodities, a Set-Aside under the Procurement Strategy for Indigenous Businesses is used to source the requirement while obtaining the best value.
- 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.
- Internally, we work with clients to identify source lists that include Indigenous firms.
- INFC participates in Industry engagement such as target-audience trade shows for Indigenous businesses looking to work with the Government

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	6.47%	5%	5%

## Planned spending and human resources

This section provides an overview of Infrastructure Canada’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

### In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

### Spending

*Table 6: Actual spending summary for core responsibilities and internal services (\$ dollars)*

The following table shows information on spending for each of Infrastructure Canada’s core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	2021–2022 actual expenditures	2022–2023 actual expenditures	2023–2024 forecast spending
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	38,225,901	52,673,294	76,873,290
2. Public Infrastructure, Communities, and Homelessness Investments	18,614,204	35,290,726	39,739,087
3. Public Infrastructure and Communities Investment Stewardship and Delivery	8,846,154,206	6,673,924,850	7,178,686,334
Subtotal	<b>8,902,994,311</b>	<b>6,761,888,870</b>	<b>7,295,298,711</b>
Internal services	59,086,660	67,070,147	69,256,125
Total	<b>8,962,080,971</b>	<b>6,828,959,017</b>	<b>7,364,554,836</b>

The decrease in spending from 2021-22 to 2022-23 can be attributed to the top-up to the Canada Community-Building Fund seen in 2021-22 and legacy programs winding down, offset by new programs gaining momentum. The increase in spending from 2022-23 to 2023-24 is primarily attributable to ramp-ups in programs such as Green and Inclusive Community Buildings, Investing in Canada Infrastructure Program, and Permanent Public Transit Program.

Table 7: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of Infrastructure Canada's core responsibilities and for its internal services for the upcoming three fiscal years.

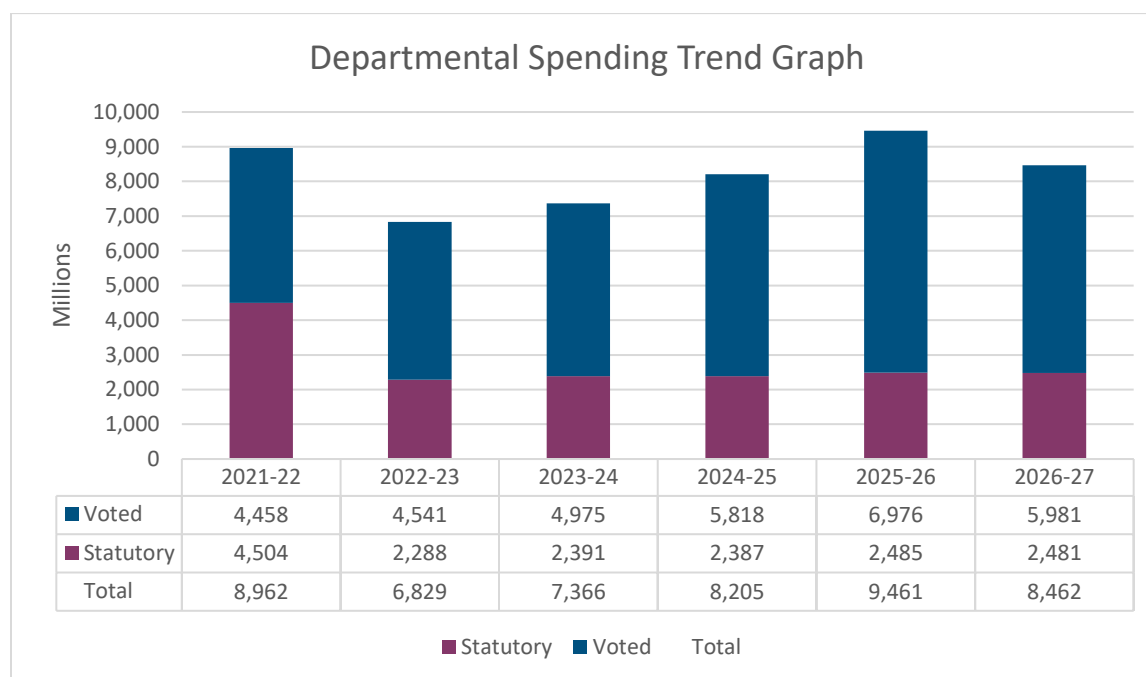
Core responsibilities and internal services	2024-25 budgetary spending (as indicated in Main Estimates)	2024-25 planned spending	2025-26 planned spending	2026-27 planned spending
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	77,481,180	77,481,180	95,642,288	72,305,163
2. Public Infrastructure, Communities, and Homelessness Investments	30,984,746	30,984,746	28,340,356	20,134,653
3. Public Infrastructure and Communities Investment Stewardship and Delivery	8,027,511,831	8,027,511,831	9,272,975,957	8,320,355,043
Subtotal	<b>8,135,977,757</b>	<b>8,135,977,757</b>	<b>9,396,958,601</b>	<b>8,412,794,859</b>
Internal services	69,232,259	69,232,259	64,623,264	48,885,464
Total	<b>8,205,210,016</b>	<b>8,205,210,016</b>	<b>9,461,581,865</b>	<b>8,461,680,323</b>

The increase in planned spending from 2024-25 to 2025-26 is primarily attributable to the ramp-up of the Investing in Canada Infrastructure Program and the Permanent Public Transit Program. The decrease in planned spending from 2025-26 to 2026-27 is mainly due to decreased funding levels under the Permanent Public Transit Program, Reaching Home: Canada's Homelessness Strategy and the Green and Inclusive Community Buildings Program, which are offset by an increase in funding under the Investing in Canada Infrastructure Program.

## Funding

Figure 1: Departmental spending 2021–22 to 2026–27

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



Fluctuations in statutory expenditures are mainly attributable to a one-time payment under the Canada Community-Building Fund in 2021-22 (Budget 2021). Fluctuations in voted expenditures are primarily due to programs gaining momentum, such as the Investing in Canada Infrastructure Program and the Permanent Public Transit Program and offset by legacy programs winding down.

The Department plans to spend over \$8 billion in 2024-25 through its core responsibilities and Internal Services.

*Estimates by vote*

Information on Infrastructure Canada's organizational appropriations is available in the [2024–25 Main Estimates](#).

### Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Infrastructure Canada's operations for 2023–24 to 2024–25.

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 at [Infrastructure Canada's website](#).



*Table 8: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)*

<b>Financial information</b>	<b>2023–24 forecast results</b>	<b>2024–25 planned results</b>	<b>Difference (2024–25 planned results minus 2023–24 forecast results)</b>
Total expenses	7,398,826,403	8,238,657,402	839,830,999
Total revenues	-	-	-
Net cost of operations before government funding and transfers	7,398,826,403	8,238,657,402	839,830,999

As noted in the above table, the forecast results total for 2023-24 is \$7.4 billion, and the planned results total for 2024-25 is \$8.2 billion, which results in a difference of \$839.8 million between 2023-24 and 2024-25. The planned spending increase is primarily due to expected ramp-ups in spending for programs, such as the Investing in Canada Infrastructure Program, the Permanent Public Transit Program and new direct delivery programs.

## Human resources

*Table 9: Actual human resources for core responsibilities and internal services*

The following table shows a summary of human resources, in full-time equivalents (FTEs), for Infrastructure Canada’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

<b>Core responsibilities and internal services</b>	<b>2021–22 actual FTEs</b>	<b>2022–23 actual FTEs</b>	<b>2023–24 forecasted FTEs</b>
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	225	306	398
2. Public Infrastructure, Communities, and Homelessness Investments	169	226	317
3. Public Infrastructure and Communities Investment Stewardship and Delivery	234	331	366

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 forecasted FTEs
Subtotal	<b>628</b>	<b>863</b>	<b>1,081</b>
Internal services	328	412	486
Total	<b>956</b>	<b>1,275</b>	<b>1,567</b>

Actual full-time equivalents for 2022-23 were 33% higher than actual full-time equivalents in 2021-22. This variance is due to the expansion of Infrastructure Canada's mandate combined with the fact that the Department is still ramping up to deliver an unprecedented level of programming stemming principally from the 2020 Fall Economic Statement and Budget 2021. Infrastructure Canada also inherited the Homelessness portfolio, which was transferred to the Department from Employment and Social Development Canada as of October 26, 2021. Forecasted full-time equivalents for 2023-24 are anticipated to increase by 23% due to new and increased programming, such as the Veteran Homelessness Program, the Supporting Climate Resilient Infrastructure Initiative, as well as the continued implementation of the Homelessness Portfolio and the initial capacity building on Housing Policy integration.

*Table 10: Human resources planning summary for core responsibilities and internal services*

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Infrastructure Canada's core responsibilities and for its internal services planned for 2024–25 and future years.

Core responsibilities and internal services	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	423	423	356
2. Public Infrastructure, Communities, and Homelessness Investments	276	264	193
3. Public Infrastructure and Communities Investment Stewardship and Delivery	321	294	208
Subtotal	<b>1,020</b>	<b>981</b>	<b>757</b>
Internal services	449	413	329
Total	<b>1,469</b>	<b>1,394</b>	<b>1,086</b>

The decrease in planned full-time equivalents from 2024-25 to 2025-26 is primarily due to the Samuel De Champlain Bridge Corridor entering the maintenance phase of the project and the temporary reallocations that were put in place to support INFC's recent growth in capacity and mandate. The decrease in FTEs from 2025-26 to 2026-27 is mainly attributable to the expiry of the Permanent Public Transit Program and the funding to support the Green and Inclusive Community Buildings Program.

## Corporate information

### Organizational profile

Appropriate minister(s): The Honourable Sean Fraser, P.C., M.P.

Institutional head: Kelly Gillis

Ministerial portfolio: Minister of Housing, Infrastructure and Communities

The Office of Infrastructure of Canada is part of the Housing, Infrastructure and Communities portfolio. The portfolio includes the following:

- The [Jacques Cartier and Champlain Bridges Incorporated](#), 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 \(WDBA\)](#), a Crown corporation with the responsibility to design, build, finance, operate and maintain a new publicly owned international crossing between Windsor, Ontario and Detroit, Michigan through a public-private partnership (P3). Responsibility for WDBA was transferred from the Minister of Transport to the Minister of Housing, Infrastructure and Communities on November 4, 2015.
- The [Canada Infrastructure Bank](#), 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 Housing, Infrastructure and Communities was designated the responsible Minister on July 4, 2017.
- The [Canada Mortgage and Housing Corporation \(CMHC\)](#), a Crown corporation, is leading and delivering federal initiatives under the National Housing Strategy and legacy programs, which includes providing low-cost loans and contributions for new construction and repairs of existing affordable housing, as well as funding innovation initiatives. The CMHC is a part of the [Housing portfolio](#), which is supported by Infrastructure Canada. 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.
- The Minister of Housing, Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the [Toronto Waterfront Revitalization Initiative \(TWRI\)](#), 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),

- [Order in Council P.C. 2004-0325](#),
- The following pieces of legislation related to the Gas Tax Fund:
  - [Keeping Canada's Economy and Jobs Growing Act](#), S.C. 2011, c. 24
  - [Economic Action Plan 2013 Act](#), No. 1, S.C. 2013, c. 33, section 233
- 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](#)
  - [Order in Council P.C. 2014-0144](#)
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
  - [Crossing Agreement](#)
  - [Bridge to Strengthen Trade Act](#), S.C. 2012, c. 31, s. 179
  - [Order in Council P.C. 2012-1350](#)
  - [Order in Council P.C. 2015-1236](#)
  - [Order in Council P.C. 2015-1237](#)
  - [Order in Council P.C. 2015-1238](#)
- The following Orders in Council related to Waterfront Toronto:
  - [Order in Council P.C. 2015-1239](#)
  - [Order in Council P.C. 2015-1240](#)
- The following legislation and Order in Council related to the Canada Infrastructure Bank:
  - [Canada Infrastructure Bank Act, S.C.](#) (2017, c. 20, s. 403)
  - [Order in Council P.C. 2017-1007](#)
- 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](#)
  - [Order in Council P.C. 2021-0952](#)
  - [Order in Council P.C. 2021-0947](#)
- The following Orders in Council designated the Minister of Infrastructure and Communities as the Minister for the purposes of the *National Housing Strategy Act* and *National Housing Act*:
  - [Order in Council P.C. 2023-0773](#)

- [Order in Council P.C. 2023-0774](#)

Year of incorporation / commencement: 2002

## Organizational contact information

### Mailing address

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Website: <https://www.infrastructure.gc.ca>

## Supplementary information tables

The following supplementary information tables are available on [Infrastructure Canada's website](#):

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

Information on Infrastructure Canada's departmental sustainable development strategy can be found on [Infrastructure Canada's website](#).

## 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](#).

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.

## 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 2024–25 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; fighting 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.

**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.

**Indigenous business**

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada’s commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

**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.