



Housing, Infrastructure
and Communities Canada

Logement, Infrastructures
et Collectivités Canada

Housing, Infrastructure and
Communities Canada (formerly
Infrastructure Canada)
2023–24
Departmental Results Report

The Honourable Sean Fraser

Minister of Housing, Infrastructure and Communities

This publication is available upon request in accessible formats.

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Housing, Infrastructure and Communities Canada's 2023-24 Departmental results report: At a glance

A departmental results report provides an account of actual accomplishments against plans, priorities and expected results set out in the associated [Departmental Plan](#).

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

Key priorities

Housing, Infrastructure and Communities Canada's top priorities for 2023-24 were as follows:

Subsequent to the publication of the 2023-24 Departmental Plan, in May 2023 the Government of Canada assigned Housing, Infrastructure and Communities Canada (HICC) a leadership role on housing policy and program development within the federal government, in partnership with the Canada Mortgage and Housing Corporation (CMHC).

Throughout 2023-24, HICC continued to work closely with CMHC, other government departments, provincial, territorial and municipal partners, and transit agencies to link infrastructure investments with achieving greater housing supply, improving affordability of homes, and modernizing how housing is built. To support this goal, HICC has developed a housing conditionality framework that ties infrastructure investments to housing outcomes. This new framework was incorporated into [Canada's Housing Plan](#), which establishes the enabling conditions to build more homes by bringing down the cost of homebuilding, building at a quicker pace and changing the way homes are built.

CMHC's Housing Accelerator Fund (HAF) also set in motion a series of policy changes at the local level that are generating positive early momentum for federal housing objectives and aligning best practices on housing across the country. This includes ensuring that housing actions are based on need by requiring the completion of Housing Needs Assessments (HNA). The Department, taking a Team Canada approach, has developed a standardized federal HNA template to support local governments in fulfilling the requirement for federal infrastructure funding; this includes the HAF, the Canada Community-Building Fund (CCBF), and future public transit funding. HNAs will facilitate the roll-up of data to ensure an informed, evidence-based and long-term planning story at all levels of government. Communities across Canada are already using the template to complete their assessments.

In future reporting years, HICC will set priorities and report on results related to HICC's expanded mandate, including housing policy and program development and linking existing infrastructure programming to housing outcomes.

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

HICC continues to leverage future infrastructure funding to improve housing outcomes by promoting integrated planning processes at the local and regional level. This ensures that housing and

infrastructure programs work effectively together to achieve mutually reinforcing goals, such as housing supply and affordability, while promoting the development of complete, inclusive and sustainable transit-oriented communities. As the Department worked towards implementing future public infrastructure investments, such as the renewed administrative agreements for the CCBF and the design of future permanent public transit programming, it focused on enabling complete communities where people can afford to live, work and play. To maximize the impact of these investments, funding recipients will be expected to take actions that will unlock housing supply and increase affordability.

Additionally, HICC continued to monitor projects funded through the Active Transportation Fund (ATF), Zero Emission Transit Fund (ZETF) and Rural Transit Solution Fund (RTSF). These funds contribute to national priorities such as growing our carbon-neutral economy and supporting community needs such as the ability to access jobs, services, active transportation and public transportation. Future transit investments will provide predictable funding to cities, transit agencies and large metropolitan regions focused on communities. However, this funding will be contingent on local rules that allow for more density near transit and encourage the right kind of housing that Canadians need, by leveraging data provided through HNAs.

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

Everyone deserves a safe and stable place to call home, but far too many people in Canada face the daily, unacceptable reality of homelessness. HICC is helping to ensure vulnerable populations have a roof over their heads. That is why Reaching Home: Canada's Homelessness Strategy continues to provide funding directly to communities to support efforts to address homelessness. In 2023-24, HICC amended agreements with all recipients to provide funding for the second program cycle which will run from 2024-25 to 2027-28. This included the Budget 2017 base investment and Budget 2022 incremental investment, as well as a \$100-million top up for many communities in winter 2023 to support needs related to unsheltered homelessness.

Recognizing the disproportionately large number of Indigenous people experiencing homelessness, Reaching Home has dedicated funding to address the unique needs of Indigenous Peoples through two funding streams: the Indigenous Homelessness stream and the Distinctions-based stream, which includes a portion of funding for Modern Treaty Holders. In 2023-24, significant progress was made with Indigenous organizations to identify and address the specific needs of Indigenous Peoples living in urban and/or rural (i.e. off-reserve) communities experiencing or at risk of homelessness. Distinctions-based partners and Modern Treaty Holders co-developed and advanced approaches to Indigenous homelessness that respond to the specific needs of First Nations, Inuit and Métis peoples.

HICC also continued to work in close collaboration with Veterans Affairs Canada (VAC) to implement the Veteran Homelessness Program (VHP). Launched in April 2023, the VHP aims to prevent and reduce Veteran homelessness in Canada by delivering contribution funding through two streams. The Services and Supports Stream provides funding for rent supplements and wraparound services, such as counselling and treatment for substance use. The Capacity Building Stream funds research on Veteran homelessness, as well as increasing the capacity of organizations to deliver services. HICC and VAC continue to work closely to coordinate the implementation of the program as agreements are put in place with successful applicants.

In 2023-24, HICC also successfully entered into eight Action Research on Chronic Homelessness (ARCH) contribution agreements with selected communities across Canada to conduct action research to test or pilot new interventions and approaches. The ARCH initiative is helping build knowledge about persistent barriers and potential approaches to preventing and reducing homelessness, while strengthening collaboration and knowledge-sharing across local communities and provincial and territorial partners to adopt and adapt lessons learned and best practices.

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

Increasingly frequent 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. In 2023-24, HICC supported ongoing programming that invests in climate-ready infrastructure to mitigate the impacts of natural disasters, enabling Canadians to adapt and build resilience to climate change.

HICC supported ongoing projects under the Disaster Mitigation and Adaptation Fund (DMAF) that aim to protect communities across the country from the threats of natural disasters triggered by climate change. From April 1, 2018 to March 31, 2024, the Department allocated over \$2.8 billion to 115 projects, including over \$242 million for Indigenous recipients, which will help communities remain resilient in the face of extreme events, such as flooding, wildfires and droughts. As well, a further \$489 million in new funding for DMAF, secured through the Government of Canada Adaptation Action Plan, allowed the Department to conduct an additional project intake that closed in July 2023.

Through various streams of the Investing in Canada Infrastructure Program (ICIP), the Department has contributed to economic growth, climate resilience, reduced emissions and the creation of good middle-class jobs. Since the inception of the Green Infrastructure Stream in 2017, HICC has allocated more than \$7.8 billion to 1,709 projects. These infrastructure investments continued to support ongoing government commitments, such as the construction of water and wastewater infrastructure, the delivery of important building retrofits and disaster mitigation and adaptation projects, and the installation of electric vehicle charging stations.

In 2023-24, the Department approved projects totalling over \$526 million under the Green and Inclusive Community Buildings (GICB) program, fully allocating the \$1.5 billion in funding initially planned for the program. These new projects support the Government of Canada's commitment to build resilient communities, reduce Greenhouse Gas (GHG) emissions, and enhance the climate resilience of community buildings. The Department allocated 34% of its committed funding to projects for Indigenous applicants, which significantly surpassed the 10% minimum commitment. HICC worked collaboratively with recipients to ensure that contribution agreements were negotiated and signed for approved and funded projects, and also engaged with project proponents to ensure effective stewardship and oversight of federal investments.

Under the Natural Infrastructure Fund (NIF), HICC continued to invest in natural and hybrid infrastructure that is resilient and supportive of healthy communities. Since the program began, a total

of 30 projects with a federal contribution of over \$80 million were approved, which included \$15 million in Indigenous-led projects being approved in 2023-24 alone. These new investments will continue to create, expand and enhance communities' access to nature, furthering resilience to climate change, improving environmental quality, mitigating carbon emissions, and protecting biodiversity.

In 2023-24, the Department provided \$2.4 billion to over 3,600 communities across Canada through the CCBF. The funding enabled municipalities to invest in various infrastructure categories, including water and wastewater, solid waste infrastructure, disaster mitigation and community energy systems. Additionally, the Department negotiated with provinces and territories to renew the CCBF administrative agreements for 2024 to 2034. The renewed agreements will strengthen the linkages between CCBF funding and actions taken by provinces, territories and municipalities that support key federal priorities, including housing, transparency and accountability. In 2024-25, HICC will finalize agreements and work with signatories to support communities in administering the renewed program in their jurisdictions.

In June 2023, HICC initiated the Supporting Climate Resilient Infrastructure initiative in collaboration with the National Research Council (NRC) and Standards Council of Canada (SCC). Work began to design an Open-Access Climate Toolkit Platform and help desk, and assemble a Roster of Climate and Infrastructure Experts. HICC also worked with the NRC to inform the development of Infrastructure Life-cycle Assessment (LCA) Guidelines. This work will support HICC's ability to apply GHG emissions-reductions measures in future infrastructure funding programs and supports HICC's implementation of a Buy Clean policy approach. To further inform HICC's approach, the Department also implemented a study to assess the regional market availability, cost and performance of low-carbon materials (concrete, steel and aluminum).

HICC is also developing new resilience requirements to ensure federal investments increase the climate readiness of Canada's infrastructure and ensure continuity of service for current and future climate conditions. Resilience requirements will include hazard identification and leverage the latest climate informed design data, hazard maps and guidance developed with the NRC and SCC. Deputy heads at HICC, NRC and SCC signed a trilateral Memorandum of Understanding in 2023-24 to bolster and continue the ongoing collaboration on resilient infrastructure guidance.

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

Public transit is an important option for Canadians to get where they need to go. When Canadians choose to take public transit, they expect convenient, dependable and efficient travel. These systems are also a key component to achieving Canada's climate change target of net-zero emissions by 2050.

HICC continued to advance the future of permanent public transit programming in order to support sustainable mobility, job creation and prosperous and accessible communities. This programming will provide cities and communities with long-term, stable funding that will enable them to upgrade and expand public transit and active transportation networks.

HICC continued to consult with all orders of government and other key stakeholders on the design and the delivery of future permanent public transit funding. The Department published a ["What We Heard"](#)

[Report](#)” summarizing public consultations, which became a foundation for focused outreach with provinces, territories and municipalities on the design of the future programming. In turn, this work informed discussions with government officials on program implementation, including a focus on strategies for managing a significant ongoing funding allocation.

Engagement with all provinces and territories on the overall approach for the future permanent public transit programming began in fall 2023. HICC also held regular discussions with national organizations, including the Federation of Canadian Municipalities, the Canadian Urban Transit Association, the Canadian Urban Transit Research and Innovation Consortium and the Association du transport urbain du Québec to help refine program design to ensure the greatest possible impact for Canadians.

The Department continued to provide ongoing support, stewardship and oversight for projects funded through its existing suite of public transit funding: the ZETF, the ATF, and the RTSF. Through the ZETF, the Department approved a federal contribution of \$619 million to support the Government of Canada’s commitment to put zero emission buses on the road, bringing the total funded projects since the inception of the program in 2021 to 40, representing more than \$1.7 billion in investments. These investments are being made in coordination with the Canada Infrastructure Bank’s (CIB) commitment to invest in zero emission buses as part of its three-year Growth Plan.

Active transportation is an important mobility option for Canadians, whether that is walking to the bus stop, cycling to work, or rolling to a local community centre. When Canadians choose to walk or bike, they expect convenient access to safe pathways, bike lanes, multi-use trails and sidewalks. HICC invested \$5.7 million via the ATF for new projects in 2023-24, making travel by active transportation easier, safer, more convenient and more enjoyable. By the end of 2023-24, 498 projects had been approved, representing a total federal investment of over \$350 million. The Department also completed the assessment of projects received as part of a rolling intake for Indigenous recipients, and funding decisions will be made in fiscal year 2024-25 to allocate the remainder of the funding.

To support rural communities in developing and implementing locally driven transit solutions, HICC approved over \$21.3 million in projects via the RTSF in 2023-24. As of March 31, 2024, the Department had allocated \$95 million to 168 projects through the RTSF.

Finally, through the Public Transit stream of the ICIP, the Department funded more than \$1.5 billion in projects, which provided provinces, territories and municipalities with funding to support new transit networks, service extensions and active transportation infrastructure. As of March 31, 2024, HICC has allocated over \$14.7 billion to 604 projects funded under the Public Transit stream of the ICIP.

Collectively, HICC transit and active transportation investments have supported the purchase of 7,200 buses including more than 3,100 zero emission buses, and have supported the building of more than 1,350 kilometres of active transportation pathways, sidewalks and bike lanes. HICC is supporting sustainable communities by providing Canadians with environmentally-friendly transportation choices.

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

HICC has continued to work closely with provinces, territories, municipalities and Indigenous organizations to discuss the concerns and growing needs of communities across Canada, while continuing to promote opportunities for shared priorities including housing, sustainable infrastructure and public transit.

Through multilateral and bilateral channels, HICC worked with partners to ensure federal infrastructure investments enabled the construction, rehabilitation and resilience of core public infrastructure, through programs such as the CCBF, the GICB program, and permanent public transit funding. This facilitated ongoing communication with all orders of government, while supporting the successful delivery of stable, flexible and secure long-term infrastructure funding.

Provinces and territories (PTs) were also engaged during the June 2023 multilateral meeting of Federal-Provincial-Territorial Ministers of Infrastructure. The meeting provided an opportunity for all parties to share information on key infrastructure priorities. HICC also engaged partners through the Policy and Program Working Group, supporting the work of ministers and deputy ministers at their respective multilateral tables. Thematic discussions ensured opportunities for PTs to share best practices that reflect the place-based realities of program delivery and to contribute to policy and program development more broadly.

HICC continues to engage with Indigenous partners at whole-of-government tables such as the Inuit-Crown Partnership Committee and the Indigenous Climate Leadership to support the advancement of shared priorities and strengthen the Department's relationship with Indigenous partners. In addition, the Department continues to directly engage Indigenous organizations and communities in the ongoing delivery of existing programs. For example, HICC conducted 11 sector-based focus groups to inform Climate Toolkit services' design and engaged with Indigenous stakeholders to help ensure services are developed to meet their needs.

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

In 2023-24, HICC obtained all needed policy, financial and spending authorities to establish a Ministerial Advisory Body to develop Canada's first National Infrastructure Assessment (NIA). Throughout the year, consultations with experts were ongoing and key partnerships with other federal departments and external organizations were established. Once launched, the NIA will provide all infrastructure investors, including governments and private sector entities, with new data, analysis and evidence to support future investment decisions.

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

HICC continues to support the long-term construction and operations of major federal bridges and projects. Over the past year, through a public-private partnership with Bridging North America, the Department continued to provide leadership and oversight to support the Windsor-Detroit Bridge Authority (WDBA) in its delivery of the Gordie Howe International Bridge project. Many important milestones were met in 2023-24, such as the bridge towers reaching their full height of 220 metres and the completion of over two thirds of the bridge deck construction. HICC also assisted and provided oversight as WDBA initiated the transition from capital delivery to operations.

HICC also continues to lead the delivery of the Samuel De Champlain Bridge Corridor project through a public-private partnership. This year, the Department maintained rigorous financial controls and carried out technical inspections and verifications of the project. This included enhanced monitoring of the project's certification status, structural integrity, and traffic and safety conditions across the corridor through the introduction of new data dashboards. In addition, HICC maintained a collaborative relationship with Signature on the Saint Lawrence Group and CDPQ Infra/REM Inc. to ensure the smooth integration of the Réseau express métropolitain light rail transit system across the Samuel De Champlain Bridge.

HICC continued to support the Minister of Transport in the negotiations to repatriate and rehabilitate the Quebec Bridge, which will be completed in 2024-25. This remains a priority for HICC as the restoration of the bridge has strategic, economic and heritage implications.

Furthermore, in October 2023, the Department collaborated with Transport Canada and VIA HFR to launch a Request for Proposals, which will guide the Co-Development Phase of the delivery of the High Frequency Rail project between Québec City and Toronto.

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 and catalyze private investments, including by supporting the Canada Infrastructure Bank in delivering on its mandate

HICC continued to serve as a policy centre of expertise for the Government of Canada in alternative financing projects. To this end, the Department worked with the CIB to promote alternative finance models and attract private and institutional capital in the delivery of infrastructure projects that are vital to addressing Canada's current and emerging infrastructure and housing needs.

In 2023-24, the Department completed the first legislative review of the Canada Infrastructure Bank Act, which led to a final report being tabled in Parliament. The review found that the CIB's mandate and legislative framework remained relevant and identified some areas for improvement around engagement, governance and results measurement. In September 2023, building on the findings of the review of the Canada Infrastructure Bank Act, the Minister of Housing, Infrastructure and Communities issued a [Statement of Priorities and Accountabilities](#). This Statement gives further guidance to the CIB to implement directives from Budget 2023 on addressing current and emerging infrastructure needs given the changing fiscal environment.

Following the issue of the fall 2023 Ministerial Statement of Priorities and Accountabilities letter, which requested the CIB examine opportunities to deploy its tools to address challenges in housing supply, the CIB launched its Infrastructure for Housing Initiative in March 2024. The objective of this initiative is to address infrastructure capacity constraints that are limiting new housing construction by enabling municipalities to build infrastructure ahead of population growth.

This year, the Department also conducted a wide array of research activities that contributed to a deeper understanding of the role private and institutional investors can play in the development and delivery of infrastructure and housing. This included monitoring of key capital market developments and conducting research and analysis on infrastructure investment strategies of institutional investors, construction firms and developers.

Finally, HICC also supported Waterfront Toronto in their exploration of alternative financing tools to enable investment in future waterfront revitalization projects that are aligned with federal priorities of housing and transit. One particularly important area of work was the Port Lands Flood Protection project, a major transformative revitalization project on Toronto's waterfront that is remediating and flood protecting land around the mouth of the Don River and unlocking it for future housing development.

As part of Refocusing Government Spending, announced in Budget 2023, HICC identified savings of \$1.6 million through targeted reductions in professional services and travel during 2023-24. Overall savings in operating budgets will amount to \$51.1 million over five years and \$11.3 million ongoing.

To identify and implement savings, the Department underwent a complete operational review of its professional services contracts and streamlined its approach to outsourcing expert advice, research, data consulting and Memorandums of Understandings with other government departments. Reductions were achieved through a combination of rationalizing professional services, finding new more cost efficient delivery models and reducing service level standards. Savings in travel were achieved by leveraging HICC's growing national footprint and investments in hybrid technology made during the pandemic.

During fiscal year 2023-24, HICC worked to operationalize these reduction measures while ensuring that changes were adopted in the organization to support their long-term effectiveness.

Highlights

In 2023-24, total actual spending (including internal services) for HICC was \$7,619,725,159 and total full-time equivalent staff (including internal services) was 1,567. For complete information on HICC's total spending and human resources, read the [Spending and human resources section](#) of the full report.

The following provides a summary of the department's achievements in 2023-24, according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department'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

Actual spending: \$68,096,685

Actual human resources: 399

Departmental results achieved

- 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.

More information about [Public Infrastructure, Communities, Affordable Housing and Homelessness Policy](#) can be found in the “Results – what we achieved” section of the full departmental results report.

Core responsibility 2: Public Infrastructure, Communities and Homelessness Investment

Actual spending: \$40,731,961

Actual human resources: 317

Departmental results achieved

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

More information about [Public Infrastructure, Communities and Homelessness Investment](#) can be found in the “Results – what we achieved” section of the full departmental results report.

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

Actual spending: \$7,432,105,423

Actual human resources: 365

Departmental results achieved

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

More information about [Public Infrastructure and Communities Investment Stewardship and Delivery](#) can be found in the “Results – what we achieved” section of the full departmental results report.

Housing, Infrastructure and Communities Canada's 2023-24 Departmental results report

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From the Minister

For decades, Canadian federal governments repeatedly chose to stay out of housing. These decades of underinvestment have contributed to the housing crisis we're facing today. In 2017, we got back into the sector with the National Housing Strategy – and this year, we launched a Housing Plan to not only end the crisis but also ensure that something like this never happens again.

The Plan will help address the housing crisis head-on by building more homes, making it easier for Canadians to own or rent a home, and supporting those in need find a home.

However, we also know that to truly overcome the housing crisis we must all come together.

One of the things we introduced to support this were standardized federal Housing Needs Assessments. This innovative tool is designed to provide communities, and all levels of government, with the data they need to make more informed, evidence-based decisions regarding infrastructure and housing investments.

It is housing and infrastructure – together – that provide the foundation of strong, connected, and resilient communities. Building more homes also means that we need to ensure those homes are connected to reliable programs and services, such as transit, clean water, parks, and community centers.

Over the past year, HICC has focused on developing and delivering policy, programs, and investments that integrate thinking on housing and infrastructure, while meeting local needs. For example, our work

to renew Canada Community-Building Fund agreements with provinces and territories will see \$2.4 billion of annual, predictable, long-term infrastructure funding delivered to more than 3,600 communities. The new agreements specifically tie infrastructure investments to actions taken to help increase housing supply and affordability.

To support Canadians most in need, the Department continued to advance programs and invest in community-based responses to prevent and reduce chronic homelessness across Canada. Based on the most recent results for 2023-24, our Reaching Home program has helped over 18,537 people be placed in more stable housing as a result of these investments. We also launched a new Veterans Homelessness Program that will help Veterans secure and maintain their homes, while providing support for the unique and underlying challenges they face.

In 2023-24, the Department also delivered a range of infrastructure programs, investments, and initiatives that help connect communities and strengthen Canada's response to climate change. To advance more sustainable public transit, our investments in zero-emission buses and active transportation projects are reducing emissions while helping Canadians get to where they need to go. The Department also made significant progress designing a new permanent public transit program, which will leverage investments in public transit to unlock housing supply in communities of all sizes.

With climate change impacting communities from coast to coast to coast, our work has helped communities build resilience to natural disasters and take climate action. In 2023-24, the Disaster Mitigation and Adaptation Fund saw an additional \$489M being made available to help communities protect themselves against natural disasters; further, the Green and Inclusive Community Buildings program saw more than \$526 million approved for projects that help communities improve their energy use while reducing greenhouse gas emissions. Beyond these significant investments, our work to develop and publish updated codes, standards and guidance on climate adaptation will help communities adjust to climate change and build sustainably.

In 2023-24, we continued to build strong working relationships with our portfolio partners, including the Canada Mortgage and Housing Corporation, as we transitioned the responsibility of housing policy and program development to Housing, Infrastructure and Communities Canada. This transition will ensure a well-coordinated approach to help deliver housing solutions to Canadians and strengthen the government's overall ability to provide advice and support on housing and homelessness issues. We also continued to oversee the activities of the Canada Infrastructure Bank, which contributed \$13 billion in investments, with 40 revenue-generating infrastructure projects already under construction or in deployment.

In addition, the Department also made significant progress on major bridge projects that help ensure the efficient flow of people and goods. The smooth integration of the Réseau express métropolitain light rail transit system across the Samuel De Champlain Bridge reached a significant project milestone, while the construction on the Gordie Howe International Bridge saw the completion of the bridge deck in July, bringing us one step closer to the completion of the largest and most ambitious bi-national infrastructure project along the Canada-US border.

There is a lot more work to be done to address housing and infrastructure challenges and priorities across the country, and we are committed to getting it done.

I invite you to read the 2023-24 Departmental Results Report for a better understanding of Housing, Infrastructure and Communities Canada's work over the past year. I look forward to what comes next as we continue building an even stronger Canada.



The Honourable Sean Fraser
Minister of Housing, Infrastructure and Communities

Results – what we achieved

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 and Homelessness Policy

In this section

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Description

Housing, Infrastructure and Communities Canada (HICC) 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.

Progress on results

This section presents details on how the department performed to achieve results and meet targets for Public Infrastructure, Communities, Affordable Housing and Homelessness Policy. Details are presented by departmental result.

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

Departmental Result Indicators	Target	Date to achieve target	Actual Results
1.1.1: Canada Core Public Infrastructure Survey response rate	88%	March 31, 2024	2021–22: Not available ¹ 2022–23: 89%

¹ As the Canada Core Public Infrastructure Survey was previously only conducted every two years, actual results are presented as not available for 2021-22.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2023–24: 71% ²
1.1.2: Usage of Infrastructure Economic Accounts (INFEA) and Canada Core Public Infrastructure Survey (CCPI) data	25,000 Views/Downloads	March 31, 2024	2021–22: 20,239 2022–23: 10,487 2023–24: 26,660
1.1.3: Number of national homelessness reports that are published	8	March 31, 2024	2021–22: Not available ³ 2022–23: 6 2023–24: 8

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

Departmental Result Indicators	Target	Date to achieve target	Actual Results
1.2.1: Gross Domestic Product attributable to public investments in infrastructure (current dollars)	\$45,900,000,000	March 31, 2024	2021–22: \$50,623,649,000 2022–23: \$57,956,755,046 2023–24: \$65,013,403,000
1.2.2: Remaining useful life ratio of infrastructure assets	50%	March 31, 2024	2021–22: 58.9% 2022–23: 58.9% 2023–24: 59.6%
1.2.3: Reduction in per capita greenhouse gas (GHG) emissions from transportation, buildings, solid waste, construction and wastewater sectors since 2005	Reduction > 0	March 31, 2024	2021–22: 1.19 tonnes 2022–23: 1.20 tonnes 2023–24: Not available ⁴

² Due to the expansion of the surveyed population and increased complexity of the Survey due to added questions and modules, the 2023-24 actual result for 1.1.1 was 71%.

³ HICC's Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of this new indicator. As 1.1.3 is a new indicator, actual results for prior years are presented as Not available.

⁴ The latest [National Inventory Report](#) for greenhouse gas sources and sinks in Canada was published by Environment and Climate Change Canada and included data from 1990 to 2022. Data and estimates for 2023-24 are expected to be published in 2025, therefore, actual results are not available for this indicator.

Departmental Result Indicators	Target	Date to achieve target	Actual Results
1.2.4: Remaining useful life of infrastructure assets particularly relevant to vulnerable populations: public transit, as well as recreational and sports facilities	50%	March 31, 2024	2021–22: 58.3% 2022–23: 57.6% 2023–24: 58.6%
1.2.5: Percentage of the population living within 500 metres of a public transit stop	75%	March 31, 2024	2021–22: Not available ⁵ 2022–23: 78.2% 2023–24: 78.2%
1.2.6: Number of people placed in more stable housing	18,600	March 31, 2024	2021–22: Not available ⁵ 2022–23: 19,483 2023–24: 18,537 ⁶

Additional information on [the detailed results and performance information](#) for Housing, Infrastructure and Communities Canada’s program inventory is available on GC InfoBase.

Details on results

The following section describes the results for Public Infrastructure, Communities, Affordable Housing and Homelessness Policy in 2023–24 compared with the planned results set out in Housing, Infrastructure and Communities Canada’s departmental plan for the year.

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

HICC is leading work to develop the evidence, data and tools needed to support inclusive and complete Canadian communities.

The Department worked to ensure that program design for permanent transit funding is informed by HICC-supported research; data and analysis on public transit and active transportation; best practices in transit-oriented development; and transit electrification from academic literature and around the world. Program design was further bolstered by internal analysis leveraging general transit feed specification, Census, and other data. HICC also worked closely with Statistics Canada to develop publicly available data, such as the Spatial Access Measures, and to lay the foundation to address important gaps through the use of passive mobile data and the development of a new National Transportation Survey. To ensure program design was well informed, the Department also gathered feedback from other orders of government, transit authorities, experts and academics in the sector, and has begun to engage Indigenous partners.

⁵ HICC’s Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of this new indicator. As 1.2.5, and 1.2.6 are new indicators, actual results for prior years are presented as Not available.

⁶ The 2023-24 actual result for Indicator 1.2.6 was based on best available Reaching Home data received as of August 2024.

This past year, HICC research continued to inform guidance, standards and code development. In collaboration with the NRC, work was initiated or advanced in eight areas: nature-based solutions, flooding, resilience of dams, urban transit, wildland-urban interface design (related to wildfire risk), targeted guidance for northern, remote and Indigenous communities and tools and technical solutions for public infrastructure management. In addition, HICC and the SCC advanced nine standardization strategies related to community climate resilience in the areas of: shoreline management, extreme heat, and frameworks for risk assessment and management.

HICC undertook significant engagement with academics and experts to advance research on housing. In collaboration with academics at the University of Calgary, HICC helped produce a housing policy-oriented report that is evidence-based, identifies gaps and opportunities for policy levers and tools that support housing conditionalities to be integrated, and includes the global context of these levers.

HICC also engaged with the Housing Research Collaborative at the University of British Columbia, which brought together a national network of researchers and experts to develop the Housing Assessment Resource Tool (HART). The HART project provides compiled data from Statistics Canada on key housing metrics, such as core housing need, that can be viewed at various geographical levels. The tool allows for evidence-based analysis and deeper understanding of the unique housing needs and pressures across communities. HICC also leveraged HART as a resource during the development of the federal standardized Housing Needs Assessment template and the tool is also referenced throughout as a resource that communities can use when completing the template.

Further, HICC successfully entered into eight Action Research on Chronic Homelessness (ARCH) contribution agreements with selected communities across Canada. Insights gained from the ARCH initiative will also strengthen federal leadership on the prevention and reduction of chronic homelessness.

Departmental knowledge and expertise for alternative partnership models were enhanced through research on trends and developments in alternative finance both domestically and internationally. The Department also participated in numerous industry conferences both domestically and internationally to showcase and promote infrastructure investment advantages in Canada and remain informed of industry trends, concerns and best practices to foster an evidence-based policy-making approach.

The Department also continued to provide analysis and advice to support alternative finance models in provinces, territories and municipalities. Along with Public Services and Procurement Canada (PSPC), HICC initiated a relaunch of two Alternative Finance Community of Practice forums; one for intergovernmental stakeholders and one for federal departments and agencies. These networks will allow for sharing of best practices and developing and discussing areas of interest in alternative financing.

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

HICC's policies and programs are improving the quality of life for all Canadian communities through investments in infrastructure to adapt and build resilience to climate change, expand and improve public transportation infrastructure, and invest in green and inclusive community buildings, clean power and sustainable water and wastewater systems.

HICC has supported research, data and economic analysis that will help decision-makers prioritize infrastructure investments that have the largest positive impact on Canadians' quality of life. As an example, the Department created a [Climate Equity Mapping Tool](#), an innovative interactive map which provides data to support climate-informed decisions that prioritize communities most at risk.

The Department has also been developing the following data publications and tools, to help decision-makers prioritize investments to make a positive impact on Canadians' quality of life:

- Canada's Core Public Infrastructure Survey (CCPI):
 - The data collection for CCPI's 2022 iteration was successfully completed. Additionally, HICC conducted an engagement process for the development of the 2024 CCPI cycle. This process focused on assessing data usefulness and identifying gaps to ensure the survey meets the current and future data needs of both internal and external stakeholders.
- Infrastructure Economic Accounts (INFEA):
 - The data release for INFEA 2022 was published successfully. In efforts to support HICC's growing needs and priorities, progress is being made toward an updated version, which aims to add more asset types and clarify classifications to better capture all assets. The objective is to have the improvements ready for the 2024-25 data release.
- The Annual Capital and Repair Expenditures Survey (CAPEX):
 - The CAPEX 2022 data has been successfully published and is now publicly available on Statistics Canada's website. The CAPEX 2023 survey is currently underway, and progress has been made in releasing back-casted data until 2013, which will aid in data assessment and longitudinal analysis of capital expenditures in Canada.
- Housing and Infrastructure Project Map:
 - Launched in September 2023, the map allows Canadians to browse key housing and infrastructure projects being built in local communities. As of March 31, 2024, the interactive map presented over 10,000 individual projects to demonstrate the breadth and depth of HICC and CMHC investments.
- Federal lands geo-spatial mapping tool:
 - HICC has been leveraging a federal lands geo-spatial mapping tool to conduct a top-down analysis aimed at identifying federal lands that are most suitable for housing development. This innovative approach integrates geographic information systems and various data layers to evaluate factors such as land availability, infrastructure proximity, and community needs. By pinpointing areas with high desirability and significant housing demand, this initiative seeks to enhance housing options and improve the quality of life for Canadians. The focus is on optimizing land use to address housing shortages, support sustainable development and ensure that new housing projects meet the pressing needs of diverse communities across the country.
- Housing Needs Assessment tool:
 - HICC has created the HNA template to help collect the housing-related quantitative and qualitative information that communities need. By integrating comprehensive HNAs into their strategic planning, communities can effectively identify areas with the greatest housing

needs and set meaningful targets to address these gaps. This systematic approach integrates data and socioeconomic information from sources such as Statistics Canada and CMHC, and supports targeted investments that increase housing supply, improve living standards, and foster economic stability.

During the fiscal year, the Department supported 12 projects under the Research and Knowledge Initiative (RKI) to strengthen the evidence base on infrastructure and community issues. These projects involve research teams from across Canada working in three main areas: climate resilience, open data for infrastructure decision-making and community engagement, and transit and mobility. Two projects were completed in 2023-24. A second open, competitive call for proposals under the RKI was launched in December 2023.

The Transit Gender-based Analysis Plus (GBA Plus) Sourcebook, a collection of information on transit impacts, policies and initiatives, was leveraged in 2023-24 to inform equity considerations when conducting GBA Plus analysis during the review of projects and development of new transit policies and programs. HICC will continue to use the Sourcebook with other tools, such as geo-spatial location tools, to conduct analysis on the impacts of public transportation investments in consideration of how factors such as age, economic status, disability, Indigeneity, ethnicity and immigration status, and gender could impact access to and experiences of public transit.

HICC continued to maintain effective stewardship over the activities of the WDBA for the delivery of the Gordie Howe International Bridge project. The project has created thousands of construction jobs and long-term employment opportunities. Several WDBA-led community benefits initiatives, funded by the Government of Canada, have provided opportunities to advance economic, social and environmental conditions for the local communities.

The Department continued to manage the federal relationship with, and oversight of, Waterfront Toronto, and continued to support the development of infrastructure in the City of Toronto that yields significant social, environmental, and economic benefits. For example, HICC committed \$10 million in funding through its Active Transportation Fund to fund the Keating Channel Pedestrian Bridge that connects the central waterfront to Villiers Island, enabling better connectivity of people and further development of Villiers Island.

Resources required to achieve results

Table 3: Snapshot of resources required for Public Infrastructure, Communities, Affordable Housing and Homelessness Policy

Resource	Planned	Actual
Spending	60,412,477	68,096,685
Full-time equivalents	348	399

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

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

Additional information related to the program inventory for Public Infrastructure, Communities, Affordable Housing and Homelessness Policy is available on the [Results page on GC InfoBase](#).

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

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Program inventory](#)

Description

Housing, Infrastructure and Communities Canada (HICC) 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 Housing, Infrastructure and Communities Canada or Crown Corporations under the Minister of Housing, Infrastructure and Communities.

Progress on results

This section presents details on how the Department performed to achieve results and meet targets for Public Infrastructure, Communities, and Homelessness Investments. Details are presented by departmental result.

Table 4: Targets and results for Departmental Result 2.1: Funding is invested and leveraged to support public infrastructure, affordable housing and homelessness projects in Canada

Departmental Result Indicators	Target	Date to achieve target	Actual Results
2.1.1: Infrastructure Canada funding committed to projects in the fiscal year	\$11,400,000,000	March 31, 2024	2021–22: \$11,987,647,243 2022–23: \$6,665,063,451

Departmental Result Indicators	Target	Date to achieve target	Actual Results
			2023–24: \$5,536,224,859 ⁷
2.1.2: Number of projects considering and using alternative finance procurement models by public sponsors in Canada	20	March 31, 2024	2021–22: Not available ⁸ 2022–23: Not available ⁸ 2023–24: 49

Additional information on [the detailed results and performance information](#) for Housing, Infrastructure and Communities Canada’s program inventory is available on GC InfoBase.

Details on results

The following section describes the results for Public Infrastructure, Communities, and Homelessness Investments in 2023–24 compared with the planned results set out in Housing, Infrastructure and Communities Canada’s departmental plan for the year.

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

HICC recognizes that a coordinated approach that involves all orders of government and Indigenous partners and aligns infrastructure investments with long-term housing planning is essential to increase housing supply (including affordable housing and market rental properties) and improve affordability.

The Department continued to establish evidence-based housing conditions for new and renewed programs. These conditions require funding recipients to link investments in infrastructure to improving housing for complete, inclusive, resilient and transit-oriented communities. This work included developing a national approach to HNAs, which will provide the necessary data for communities to assess their housing and infrastructure gaps and support funding decisions that prioritize housing growth and densification where it is most needed.

As well, HICC negotiated renewed CCBF agreements with provincial and territorial counterparts. These negotiations built on early progress under CMHC’s Housing Accelerator Fund; specifically, to remove systemic barriers to new housing and collect key data on localized housing needs. The new CCBF agreements will establish reporting requirements for signatories to identify and prioritize housing-

⁷ Estimates of how much new funding the Department is expected to commit are developed well in advance of the fiscal year. The variance is related to the high complexity of advancing major transit agreements and in reviewing a high volume of submissions to the Disaster Mitigation and Adaptation Fund.

⁸ HICC’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 available for this indicator.

related infrastructure needs across communities and will require annual reporting on their infrastructure investments in eligible categories that enable housing.

HICC continued to work with partners across the country to determine how future public transit funding will be allocated to continue to support the development of complete, sustainable and inclusive communities. The Department continued its technical engagement with municipal partners and initiated consultations with national organizations to advance the process of enabling agreements with metro regions as part of the future of permanent public transit.

The Department continued to make investments in public infrastructure that will build resilient communities and support diverse organizations, as well as provided ongoing support, stewardship and oversight for the GICB program, the DMAF and the NIF.

- GICB: Since 2021, the program has supported the advancement of the Government of Canada's climate priorities to reduce GHG emissions and enhance the climate resilience of community buildings. With an initial funding allocation of \$1.5 billion over five years, the program continued to review and approve funding for more energy-efficient and accessible community buildings and improve existing ones, particularly in underserved areas with populations experiencing higher needs.
- DMAF: The program continued to support ongoing projects that protect communities across the country from the threats of natural hazards and extreme weather events, such as drought, earthquake, erosion, extreme temperature, flood, permafrost thaw, storm and wildland fire.
- NIF: The NIF continued to create, expand, or enhance communities' access to nature, furthering resilience to climate change, improving environmental quality, mitigating carbon emissions and protecting biodiversity.

Throughout 2023-24, HICC worked with partners to ensure that federal infrastructure investments enabled the construction and rehabilitation of core public infrastructure, including through investments made by the ICIP and the suite of ongoing legacy programs. Through ICIP, the federal government committed to investing more than \$33 billion in public infrastructure projects across the country to help build stronger communities, grow the economy and deliver for Canadians. To meet national interests and community needs, HICC continued working with territories to commit ICIP funds to priority projects, such as improvements to cultural infrastructure and the infrastructure needs of rural and remote communities.

HICC held consultations with key stakeholders on the design of the new permanent public transit funding, which helped address how all orders of government will work in partnership to leverage investments in public transit to advance shared priorities, including housing supply and affordability. To maximize the impact of these investments and enable complete communities where Canadians can afford to live, work and play, funding recipients will be expected to take actions that will unlock housing supply and affordability where it is most needed.

In 2023-24, the Department continued delivering its existing public transit programming via three primary funds:

- The Zero Emission Transit Fund continued to support the purchase of zero-emission buses and building of supporting infrastructure, including charging infrastructure and facility upgrades.
- The Active Transportation Fund continued to expand and enhance active transportation networks in communities.
- The Rural Transit Solution Fund continued to provide support to rural communities to develop and implement locally driven transit solutions.

Since its inception, Reaching Home has funded 572 projects that have supported Veterans. Further, the VHP was launched in April 2023 with an open call for proposals. By the end of 2023-24, negotiations had begun with recipients for all proposals approved by the Minister for funding.

Since the CIB's creation in 2017, the collaborative work between the Department and the Bank has led to:

- 73 investment commitments in projects across five priority sectors, focused on public transit, trade and transportation, green infrastructure, broadband and clean power.
- \$13 billion of investment commitments to infrastructure projects.
- \$13.1 billion in investment from private and institutional investors.
- \$9.8 billion in investment from other public partners.
- \$36 billion in total capital value for infrastructure projects where the CIB is an investor.

HICC provided the WDBA with strategic advice to support the work being done in preparation for the transition from the design-build stage to the operational phase of the project. HICC also continued to closely monitor and engage with WDBA on the preliminary results of its ongoing traffic and tolling revenue study, which is meant to inform toll rate setting and a broader revenue management strategy for the Crown corporation.

The Department worked closely with the private partner, Signature on the Saint Lawrence Group, and CDPQ Infra/REM Inc. to facilitate the integration of the Réseau express métropolitain light rail transit system within the Samuel De Champlain Bridge's dedicated transit corridor. The segment of the Réseau between the South Shore to downtown Montréal, that crosses the Samuel De Champlain Bridge, began service to the public on July 31, 2023.

HICC provided secretariat support to the Jacques Cartier and Champlain Bridges Incorporated (JCCBI) Crown corporation in its deconstruction of the original Champlain Bridge. This included securing appropriate financing of the deconstruction project until its completion and monitoring progress. Deconstruction of the Bridge has been completed successfully.

Resources required to achieve results

Table 5: Snapshot of resources required for Public Infrastructure, Communities, and Homelessness Investments

Resource	Planned	Actual
Spending	32,681,459	40,731,961
Full-time equivalents	247	317

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

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

Additional information related to the program inventory for Public Infrastructure, Communities, and Homelessness Investments is available on the [Results page on GC InfoBase](#).

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

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Program inventory](#)

Description

Housing, Infrastructure and Communities Canada (HICC) 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.

Progress on results

This section presents details on how the department performed to achieve results and meet targets for Public Infrastructure and Communities Investment Stewardship and Delivery. Details are presented by departmental result.

Table 6: Targets and results for Departmental Result 3.1: Investments are delivered with appropriate stewardship

Departmental Result Indicators	Target	Date to achieve target	Actual Results
3.1.1: Percentage of projects completed in the fiscal year	85%	March 31, 2024	2021–22: Not available ⁹ 2022–23: Not available ⁹ 2023–24: 99.6%
3.1.2: Percentage of claims paid in the fiscal year	90%	March 31, 2024	2021–22: Not available ⁹ 2022–23: Not available ⁹ 2023–24: 95.8%
3.1.3: Percentage of Reaching Home Annual Results reports submitted in a timely fashion	80%	March 31, 2024	2021–22: Not available ⁹ 2022–23: 80% 2023–24: 75%

Additional information on [the detailed results and performance information](#) for Housing, Infrastructure and Communities Canada’s program inventory is available on GC InfoBase.

Details on results

The following section describes the results for Public Infrastructure and Communities Investment Stewardship and Delivery in 2023–24 compared with the planned results set out in HICC’s departmental plan for the year.

Departmental Result 3.1: Investments are delivered with appropriate stewardship

HICC continued to oversee the collection, review and aggregation of data on project outcomes and expected results for its programs, allowing the Department to provide valid and reliable information to the public.

While HICC’s legacy programs are fully allocated, the construction of projects approved under each program continued to contribute to national priorities such as supporting economic growth, a clean environment and stronger communities through investments that include highways and roads, water, wastewater, public transit, and green energy projects. HICC will continue to work with provinces and

⁹ HICC’s Departmental Results Framework (DRF) was amended for fiscal year 2023-24, including the addition of indicators 3.1.1, 3.1.2 and 3.1.3. As these are new indicators, actual results for prior years are not available for these indicators.

territories to build new public infrastructure and collaborate with stakeholders as new programs are implemented.

The Department completed its required reporting alongside the 20 other federal departments and agencies delivering programs contributing to the expected outcomes of the Investing in Canada Plan. Additionally, HICC worked to improve the ICIP performance measurement strategy and led a review of the data collection process for ICIP to implement new quality assurance processes and improve our ability to report on the program outcomes that can be identified through aggregated data. The Department also advanced the development of program performance measurement strategies and created a common program reporting framework to improve horizontal consistency for any new infrastructure funding.

HICC funding is contingent upon Canada fulfilling both its constitutional duty to consult with Indigenous Peoples as well as federal environmental or impact assessment requirements. The Department ensured increased awareness and supported more efficient project approvals by working proactively to update and provide public information related to environmental or impact assessment requirements, and consultation with Indigenous Peoples.

In 2023-24, HICC supported the Government of Canada's commitment to the duty to consult by reviewing over 580 projects across all program streams for federal environmental statutory requirements and constitutional obligations to consult with Indigenous Peoples. This included the oversight of approximately 680 Indigenous consultation and/or environmental or impact assessment processes.

HICC continued to review claims and process payments in a timely fashion to facilitate the flow of funding to project recipients across all program streams. Additionally, the Department supported continuous improvement towards aligning the flow of funds by considering new approaches to forecasting and payment issuance, as well as efforts to further standardize project oversight to more efficiently identify when claims can be paid.

The Department also continued to provide expertise in developing innovative approaches to financing infrastructure and housing development and leverage public funds to attract private and institutional capital. HICC continued to manage the legacy projects of the P3 Canada Fund. In line with project agreements, the Department continued to collect and review project annual reports and to follow up with proponents on the latest status of projects. In partnership with the Government of Ontario and City of Toronto, HICC provided oversight of Waterfront Toronto by representing the federal perspective in overall planning, strategy, partnership and governance of the corporation, while respecting Waterfront Toronto's responsibility to manage project delivery. Department officials worked with Waterfront Toronto staff in providing guidance as the organization explores the next phase of potential projects for waterfront revitalization.

With respect to major bridge projects, HICC continued to provide ongoing strategic advice on effectively managing the P3 contract for the Samuel De Champlain Bridge Corridor Project. HICC also provided information, strategic advice, analysis, and support to the Minister on governance, accountability and portfolio activities pertaining to the WDBA. For instance, HICC led board renewal activities, including the appointment of a new CEO, a new Director and the reappointment of two directors. The robust governance structure in place within the WDBA ensured clear lines of communication, facilitated the flow of information and sharing of best practices, and allowed for timely updates on the Gordie Howe

International Bridge project. Construction on all components of the project progressed well throughout 2023-24 and as of March 2024, design work was finished and construction was 74% complete.

HICC provided strategic, commercial and financial advice and support for the procurement process for the HFR project, including leading the delivery of a draft Pre-Development Agreement in collaboration with Transport Canada and VIA HFR, a key step required to launch the Request for Proposals in October 2023. The Department actively participated and provided strategic guidance in the development of the HFR project as a member of the HFR Deputy Minister Oversight Committee.

Finally, the Department provided ongoing support and oversight of JCCBI regarding the corporation’s position throughout the parliamentary financial cycle. The Department also provided oversight and management of the P3 Project Agreement, to ensure the effective delivery, construction and effective transition to operations of the Samuel De Champlain Bridge Corridor Project.

Resources required to achieve results

Table 7: Snapshot of resources required for Public Infrastructure and Communities Investment Stewardship and Delivery

Resource	Planned	Actual
Spending	9,494,787,595	7,432,105,423
Full-time equivalents	318	365

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

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

Additional information related to the program inventory for Public Infrastructure and Communities Investment Stewardship and Delivery is available on the [Results page on GC InfoBase](#).

Related government-wide priorities

Gender-based Analysis Plus

In 2023-24, HICC remained committed to a robust GBA Plus of its policies, programs and investments, in order to improve the quality of life in all Canadian communities. Additionally, HICC continued to build on its institutional application and knowledge of GBA Plus to help ensure inclusive outcomes and identify systemic barriers that impact the experience and use of public infrastructure in Canada.

HICC continued to build capacity and culture around GBA Plus through the GBA Plus Advisory Community and through activities for the annual all-of-government GBA Plus Awareness Week. HICC’s GBA Plus Centre of Expertise provided a series of training sessions on applying GBA Plus in the context of

infrastructure to staff, as well as updated tools and resources to assist employees in understanding GBA Plus concepts and applying them to their work. These included a lexicon of standard definitions for commonly used GBA Plus terms and a worksheet to help conduct more thorough GBA Plus analysis for Cabinet documents, in addition to continuing to review and advise on these documents throughout the drafting process.

HICC also launched a working group on Community Employment Benefits (CEB) to build the department's knowledge base and provide support for the implementation of CEB. The CEB initiative aims to promote increased employment opportunities for a broader array of people in the construction workforce and to complement efforts across the country to encourage and increase the supply and retention of diverse workers in infrastructure-related industries. Projects over a certain value threshold may choose to report on employment and/or procurement opportunities for at least three of the groups targeted by the initiative: apprentices; Indigenous Peoples; women; persons with disabilities; veterans; youth; recent immigrants; and small-sized, medium-sized and social enterprises. CEB is a reporting requirement under the ICIP, the DMAF, the NIF, the Smart Cities Challenge, the GICB program, and certain public transit funding programs, including the RTSF and ATF.

HICC also created a Climate Equity Mapping Tool, an innovative interactive map enabling the analysis of the interplay and trends between climate factors and various social demographics, to provide insights to support climate-informed decisions that prioritize communities most at risk. The tool offers insights into areas of deprivation, facilitating resource allocation and a better understanding of quality of life factors such as health and social well-being disparities.

HICC uses a range of funding mechanisms, including direct funding to urban, Indigenous, northern, rural, and remote communities across Canada to help them address their local homelessness needs, understanding that chronic homelessness must be viewed through an intersectional lens that captures diverse identity factors and experiences. This aligns with HICC's mandate of improving the quality of life and building a stronger and more inclusive Canada.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals
On November 1, 2023, HICC tabled its 2023 to 2027 Departmental Sustainable Development Strategy. This new strategy sets out the department's actions and initiatives to support Government of Canada commitments made through the 2022 to 2026 Federal Sustainable Development Strategy (FSDS). More specifically, HICC is using departmental actions, indicators and targets embedded in its various programs, projects and funds to effectively advance and contribute to meeting the sustainable development goals of the FSDS.

More information on HICC'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](#).

Innovation

Released publicly in February 2024 by Statistics Canada, the Infrastructure Project Planning Tool (IPPT) has been used by HICC to inform policy development and program implementation. The platform is used as a basis to develop the Federal Lands Mapping Initiative, which aims to identify and prioritize federal properties that are most suitable for housing conversion. The IPPT includes data on housing, as well as

datasets such as the Canadian Census, Canadian Index of Multiple Deprivation (CIMD), access to key amenities via multiple modes of transportation using the Spatial Access Measures (SAM), proximity to various points of interest using the Proximity Measures Database (PMD), bike route layers using the Canadian Bike and Safety Classification System (CAN-BICS) and the Canadian Active Living Environments Database (CAN-ALE). The tool allows users to draw custom zones on a map to search various datasets and extract geospatial intelligence across Canada. By providing these multiple data sources and searching functions publicly, the tool will help users understand a community's landscape. This will influence investments in areas such as public and active transit, social and affordable housing and infrastructure that supports housing development.

Internal services

In this section

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous business](#)

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

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

HICC continued to provide specialized support to the Minister and the Deputy Minister for parliamentary affairs, executive correspondence and ministerial coordination and trips. The Department also conducted, finalized and implemented the results of a comprehensive review of HICC's core Governance Committees structure, to maximize efficiency and effectiveness in information-sharing and decision-making in the Department, and ensure that internal governance continues to align with the growing mandate of HICC. The Department's Access to Information and Privacy Office has also continued to improve its service results for Canadians. This past year, the Department achieved a 100% compliance rate with regard to formal requests closed within legislated timelines under the Access to Information Act and the Privacy Act.

In order to build a more inclusive department, HICC continued its anti-racism, equity and inclusion (AREI) efforts. The Department completed a comprehensive Employment Systems Review, which is being used to inform the Departmental Diversity, Equity and Inclusion Strategy and Action Plan in addressing systemic barriers to inclusion. Additional AREI activities included the creation of a resource guide for staff during Black History Month, eight events held for National Indigenous History Month and four events for Pride month.

To keep Canadians informed about the benefits, progress and results of priority federal infrastructure and housing initiatives, HICC announced 1061 projects, representing a total amount of \$4.33 billion in investments. Over the course of the year, there were more than 643,000 visits to the departmental website; additionally, the department published over 2,300 social media posts which generated over 26,000 engagements (likes, shares and comments), which is 10,000 more than the previous year. Communications support was provided to federal representatives through the delivery of speeches, Senate and committee appearance material, and through responses to media calls and public enquiries. HICC also strengthened its relationship with communications counterparts at CMHC in light of the department's evolving mandate.

The Department continued to ensure that adequate governance, internal controls and oversight mechanisms were in place for the management of contracting practices. HICC also implemented a procurement process modernization initiative that automated the record keeping and approval process for all human resources and finance delegation actions.

HICC launched several targeted initiatives aimed at attracting and recruiting new talent, ensuring assessments are inclusive by addressing biases and barriers, and prioritizing offers for designated equity group members. The Department also launched a new Centre of Expertise for Accessibility, providing guidance and expertise on identifying obstacles, and ways to overcome them, to employees and managers. In further efforts to support a healthy and safe workplace, HICC promoted health resources, peer-support networks, and introduced a new initiative designed to reduce the stigma surrounding mental health challenges. HICC also finalized its transition to processing pay for employees internally. This helped facilitate a smoother onboarding experience for new employees and timely and accurate pay. Lastly, the Department supported workplace transformation and improved the hybrid work experience in and out of the office by exploring and implementing new solutions and office technologies. This included the launch of a cohabitation pilot with PSPC at a Montréal workspace, as well as the growth of HICC's regional presence by establishing a National Footprint that will increase the ability of employees to participate in the hybrid work environment.

Over the course of 2023-24, HICC made significant progress in updating and streamlining reporting tools for grants and contributions (G&C). In addition to facilitating regular G&C monitoring and forecasting activities, new reporting tools allow for more efficient G&C reporting in areas such as forecasting, proactive disclosure, and year-end expenditure reporting. Many corporate processes have been further automated, thereby increasing efficiency, and creating space for more in-depth data reconciliation and analysis.

HICC continues to enhance its G&C forecasting process by developing new data-driven methodologies and supporting documentation. The Department has implemented an expenditure estimation model, based on high materiality projects and historical trends, to better inform departmental authorities.

In an effort to make more informed decisions and optimize resource allocation, HICC matured its Integrated Business Planning process by bringing in various corporate planning functions to create a more unified planning process that aligns the organization’s strategic, financial, and operational activities. The Department also established a senior management Investment Review Board (IRB) to review investment priorities, and ensure the effective digital delivery of HICC programs and mandates. To better inform investment decisions and project prioritization of projects at the IRB, HICC introduced a Business Value and Complexity Assessment Tool, while a Departmental Project Management Office was created to oversee IT and Data enabled projects.

HICC made progress on a variety of Information Management and Information Technology initiatives including:

- augmenting the HICC Funding Portal to enable program intake needs for numerous new programs;
- introducing new Client Relationship Management capabilities to enable the Integrated Regional Planning Teams to better track and report on interactions with stakeholders;
- defining common processes and language for the new Grants and Contributions Information Management System;
- migrating program data assets from multiple sources to a single data platform to automate program reporting; and
- launching HICC’s 2023-2026 Data Strategy, which will drive data analytics to support decision making by setting data management foundations enabled by modern data infrastructure.

Finally, with an aim to help HICC continue delivering on its programs and policies in an efficient and effective way, Audit and Evaluation services completed two audits and two formal evaluations. Advisory and consulting supports were provided on a range of issues, covering programs, internal services, logic models and performance measurement strategies.

Resources required to achieve results

Table 8: Resources required to achieve results for internal services this year

Resource	Planned	Actual
Spending	56,456,661	78,791,090
Full-time equivalents	302	486

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

Contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024–25.

Housing, Infrastructure and Communities Canada’s result for 2023-24:

Table 9: Total value of contracts awarded to Indigenous businesses¹

As shown in the Table 9, Housing, Infrastructure and Communities Canada awarded 8% of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2023-24 Results
Total value of contracts awarded to Indigenous businesses ² (A)	\$1,261,480.88
Total value of contracts awarded to Indigenous and non-Indigenous businesses ³ (B)	\$15,321,176.26
Value of exceptions approved by deputy head (C)	\$0.00
Proportion of contracts awarded to Indigenous businesses $[A / (B-C) \times 100]$	8%
<ul style="list-style-type: none"> - ¹ For the purposes of measuring performance against the minimum 5% target for FY 2023–24, the data in this table is based on how Indigenous Services Canada (ISC) defines “Indigenous business”, which is one that is owned and operated by Elders, band and tribal councils; registered in the Indigenous Business Directory; or registered on a modern treaty beneficiary business list. - ² Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards above \$10,000.00 (\$10K), and may include subcontracts with Indigenous businesses. - ³ Includes contract amendments and contracts that were entered into by means of acquisition cards above \$10K. 	

Housing, Infrastructure and Communities Canada, 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 increased annually over 5 years, up to the 2022-23 fiscal year. In 2023-24, HICC had 8% of contracts awarded to Indigenous businesses, meeting the target. In order to achieve the target, the Department leveraged the following strategies:

- HICC identifies source lists that include Indigenous firms and invites all Indigenous prequalified bidders to submit a proposal when using the mandatory Standing offers.
- 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 best value.
- HICC will continue to assist Indigenous bidders by sharing PSPC guidance on how to qualify for existing Supply Arrangements and Standing Offers.

- HICC participates in Industry engagement such as target-audience trade shows for Indigenous businesses looking to work with Government.

Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the department’s actual and planned expenditures from 2021–22 to 2026–27.

Budgetary performance summary

Table 10: Actual three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2023–24 Main Estimates	2023–24 total authorities available for use	Actual spending over three years (authorities used)
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	60,412,477	73,175,183	<ul style="list-style-type: none"> • 2021–22: 38,225,901 • 2022–23: 52,673,294 • 2023–24: 68,096,685
2. Public Infrastructure, Communities, and Homelessness Investments	32,681,459	40,731,961	<ul style="list-style-type: none"> • 2021–22: 18,614,204 • 2022–23: 35,290,726 • 2023–24: 40,731,961
3. Public Infrastructure and Communities Investment Stewardship and Delivery	9,494,787,595	9,758,790,537	<ul style="list-style-type: none"> • 2021–22: 8,846,154,206 • 2022–23: 6,673,924,850 • 2023–24: 7,432,105,423
Subtotal	9,587,881,531	9,872,697,681	<ul style="list-style-type: none"> • 2021–22: 8,902,994,311 • 2022–23: 6,761,888,870 • 2023–24: 7,540,934,069
Internal services	56,456,661	78,825,601	<ul style="list-style-type: none"> • 2021–22: 59,086,660 • 2022–23: 67,070,147

Core responsibilities and internal services	2023–24 Main Estimates	2023–24 total authorities available for use	Actual spending over three years (authorities used)
			<ul style="list-style-type: none"> • 2023–24: 78,791,090
Total	9,644,338,192	9,951,523,282	<ul style="list-style-type: none"> • 2021–22: 8,962,080,971 • 2022–23: 6,828,959,017 • 2023–24: 7,619,725,159

Analysis of the past three years of spending

The increase in spending from 2022-23 to 2023-24 is primarily attributable to ramp-ups in programs such as the GICB, the ICIP, and the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National and Regional Projects, as well as the close-out of the P3 Canada Fund. The variance between actual and planned spending in 2023-24 is mainly attributable to frozen funding of \$2 billion that was unavailable due primarily to project-specific Treasury Board conditions imposed to ensure proper stewardship and oversight on certain projects that are in the early development stage.

More financial information from previous years is available in the [Finances section of GC Infobase](#).

Table 11: Planned three-year spending on core responsibilities and internal services (dollars)

Core responsibilities and internal services	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	77,481,180	95,642,288	72,305,163
2. Public Infrastructure, Communities, and Homelessness Investments	30,984,746	28,340,356	20,134,653
3. Public Infrastructure and Communities Investment Stewardship and Delivery	8,027,511,831	9,272,975,957	8,320,355,043
Subtotal	8,135,977,757	9,396,958,601	8,412,794,859

Core responsibilities and internal services	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Internal services	69,232,259	64,623,264	48,885,464
Total	8,205,210,016	9,461,581,865	8,461,680,323

Analysis of the next three years of spending

The increase in planned spending from 2024-25 to 2025-26 is primarily attributable to the ramp-up of the ICIP and the Permanent Public Transit Program (PPTP). The decrease in planned spending from 2025-26 to 2026-27 is mainly due to decreased funding levels under the PPTP, Reaching Home: Canada’s Homelessness Strategy and the GICB, which are offset by an increase in funding under the ICIP. However, as announced in Budget 2024, many of the sunseting programs outlined above will be replenished therefore providing some financial stability over the coming years.

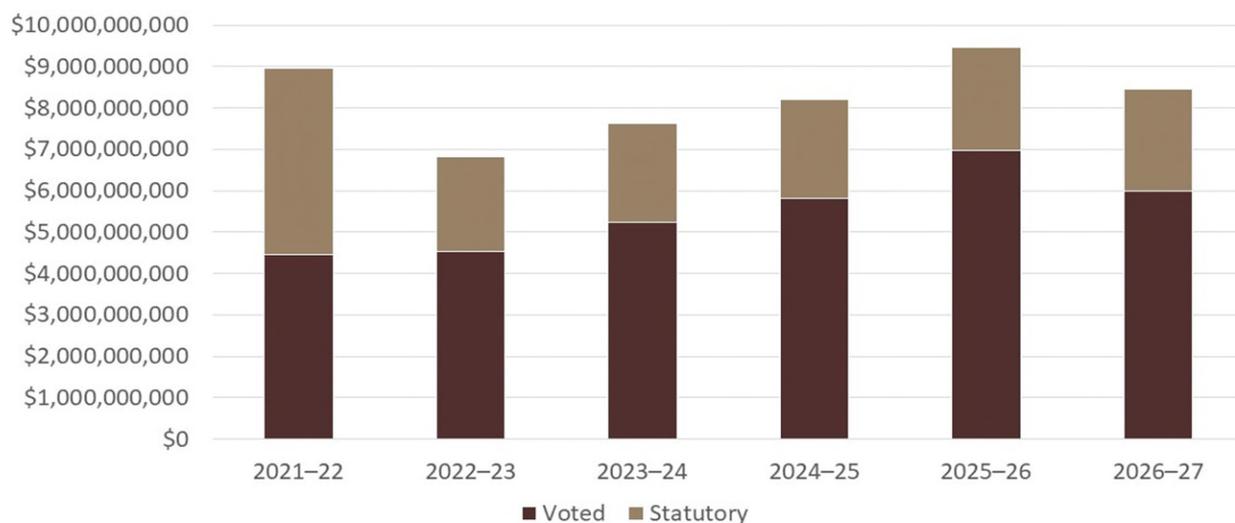
More detailed financial information from previous years is available on the [Finances section of GC Infobase](#).

Funding

This section provides an overview of the department’s voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2021-22 to 2026-27.



Year	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Voted	\$4,457,843,088	\$4,541,437,245	\$5,226,684,787	\$5,817,761,594	\$6,976,315,960	\$5,980,651,886
Statutory	\$4,504,237,883	\$2,287,521,772	\$2,393,040,373	\$2,387,448,422	\$2,485,265,905	\$2,481,028,437
Total	\$8,962,080,971	\$6,828,959,017	\$7,619,725,160	\$8,205,210,016	\$9,461,581,865	\$8,461,680,323

Text description of graph 1

Year	Voted	Statutory	Total
2021-2022	4,457,843,088	4,504,237,883	8,962,080,971
2022-2023	4,541,437,245	2,287,521,772	6,828,959,017
2023-2024	5,226,684,797	2,393,040,373	7,619,725,160
2024-2025	5,817,761,594	2,387,448,422	8,205,210,016
2025-2026	6,976,315,960	2,485,265,905	9,461,581,865
2026-2027	5,980,651,886	2,481,028,437	8,461,680,323

Analysis of statutory and voted funding over a six-year period

Fluctuations in statutory expenditures are mainly attributable to a one-time payment under the CCBF in 2021-22 (Budget 2021). Fluctuations in voted expenditures are primarily due to programs gaining momentum, such as the ICIP and the PPTP and offset by legacy programs winding down.

For further information on HICC's departmental voted and statutory expenditures, consult the [Public Accounts of Canada](#).

Financial statement highlights

HICC’s [complete financial statements](#) (unaudited or audited) for the year ended March 31, 2024, are available online.

Tables 13 & 14: Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2024 (dollars)

Table 13 summarizes the expenses and revenues for 2023–24 which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2023–24 planned results	Difference (actual results minus planned)
Total expenses	7,637,303,655	9,410,867,000	(1,773,563,345)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	7,637,303,655	9,410,867,000	(1,773,563,345)

The 2023-24 planned results information is provided in HICC’s [Future-Oriented Statement of Operations and Notes 2023–24](#).

Table 14 summarizes actual expenses and revenues which net to the cost of operations before government funding and transfers.

Financial information	2023–24 actual results	2022–23 actual results	Difference (2023-24 minus 2022-23)
Total expenses	7,637,303,655	6,849,741,138	787,562,518
Total revenues	0	0	0
Net cost of operations before government funding and transfers	7,637,303,655	6,849,741,138	787,562,518

Table 15: Condensed Statement of Financial Position (unaudited or audited) as of March 31, 2024 (dollars)

Table 15 provides a brief snapshot of the department’s liabilities (what it owes) and assets (what the department owns), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Total net liabilities	2,661,529,952	2,635,597,428	25,932,524
Total net financial assets	1,890,259,936	1,859,837,640	30,422,295

Financial information	Actual fiscal year (2023–24)	Previous fiscal year (2022–23)	Difference (2023–24 minus 2022–23)
Departmental net debt	771,270,017	775,759,787	(4,489,771)
Total non-financial assets	2,587,289,200	2,640,622,976	(53,333,776)
Departmental net financial position	1,816,019,183	1,864,863,189	(48,844,005)

Human resources

This section presents an overview of the department’s actual and planned human resources from 2021–22 to 2026–27.

Table 16: Actual human resources for core responsibilities and internal services

Table 16 shows a summary of human resources, in full-time equivalents (FTEs), for Housing, Infrastructure and Communities Canada’s core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2021–22 actual FTEs	2022–23 actual FTEs	2023–24 actual FTEs
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	225	306	399
2. Public Infrastructure, Communities, and Homelessness Investments	169	226	317
3. Public Infrastructure and Communities Investment Stewardship and Delivery	234	331	365
Subtotal	628	863	1,081
Internal services	328	412	486
Total	956	1,275	1,567

Analysis of human resources over the last three years

Actual full-time equivalents in 2023-24 have increased by 23% from 2022-23 due to new and increased programming, such as the VHP, 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 17: Human resources planning summary for core responsibilities and internal services

Table 17 shows information on human resources, in full-time equivalents (FTEs), for each of Housing, Infrastructure and Communities Canada’s core responsibilities and for its internal services planned for the next three years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2024–25 planned FTEs	2025–26 planned FTEs	2026–27 planned FTEs
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	1,020	981	757
Internal services	449	413	329
Total	1,469	1,394	1,086

Analysis of human resources for the next three years

The decrease in planned full-time equivalents from 2024-25 to 2025-26 is primarily due to the Samuel De Champlain Bridge Corridor project entering the maintenance phase of the project and the temporary reallocations that were put in place to support HICC's recent growth in capacity and mandate. The decrease in full-time equivalents from 2025-26 to 2026-27 is mainly attributable to the expiry of the PPTP and the funding to support the GICB. As previously noted, many of the sunseting programs outlined above will be replenished in line with Budget 2024 announcement, therefore providing some FTE stability over the coming years.

Corporate information

Departmental profile

Appropriate minister: The Honourable Sean Fraser, P.C., M.P., Minister of Housing, Infrastructure and Communities

Institutional head: Kelly Gillis

Ministerial portfolio:

- Department of Housing, Infrastructure and Communities
- 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 Montréal Area by their proper management, maintenance and repair, while respecting the environment and optimizing traffic flow.
- The [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).
- 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 Mortgage and Housing Corporation](#), 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.
- Waterfront Toronto, a non-share capital corporation established in 2001 to lead and implement the [Toronto Waterfront Revitalization Initiative \(TWRI\)](#). 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. 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):

- [Department of Housing, Infrastructure and Communities Act](#)
- [Canada Strategic Infrastructure Fund Act](#)
- The following pieces of legislation related to the Canada Community Building 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 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](#)
- The following legislation and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
 - [Crossing Agreement](#)
 - [Bridge to Strengthen Trade Act](#)
- The following legislation related to the Canada Infrastructure Bank:
 - [Canada Infrastructure Bank Act](#)
- The following legislation related to the Canada Mortgage and Housing Corporation:
 - [Canada Mortgage and Housing Corporation Act](#)

Year of incorporation / commencement: 2024

Departmental contact information

Mailing address

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Website: <https://housing-infrastructure.canada.ca/>

Supplementary information tables

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

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)
- [Horizontal initiatives](#)

Federal tax expenditures

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

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, departments or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental priority (priorité)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

Full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

Gender-based Analysis Plus (GBA Plus) (Analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to assess support the development of responsive and inclusive how different groups of women, men and gender-diverse people experience policies, programs and 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 (including rurality), language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023-24 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

Indigenous business (entreprise autochtones)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

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 a department, 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.