



Housing, Infrastructure  
and Communities Canada

Logement, Infrastructures  
et Collectivités Canada

# Housing, Infrastructure and Communities Canada

## 2024-25 Departmental Results Report

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The Honourable Gregor Robertson

Minister of Housing and Infrastructure and Minister  
responsible for Pacific Economic Development Canada

Canada

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2025

Catalogue Number: T91-5E-PDF

ISSN: 2818-4858

Aussi disponible en français sous le titre : Logement, Infrastructures et Collectivités Canada – Rapport  
sur les résultats ministériels, 2024-2025

# Housing, Infrastructure and Communities Canada's 2024-25 Departmental Results Report

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## At a glance

This departmental results report details Housing, Infrastructure and Communities Canada's actual accomplishments against the plans, priorities and expected results outlined in its [2024–25 Departmental Plan](#).

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

## Key priorities

Housing, Infrastructure and Communities Canada identified the following key priorities for 2024-25:

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

All Canadians deserve a safe and affordable place to call home. With families struggling to afford housing and vulnerable populations unable to find adequate, safe housing, HICC is working to ensure that future investments in infrastructure continue to support the development of complete, inclusive, resilient and transit-oriented communities. With evidence-based housing conditionality initiatives, HICC investments are being designed to ensure that the Department and our key partners at the provincial and territorial, municipal, and regional levels work together to get results along multiple bottom lines: more housing supply and affordability, economic opportunity, resilience in the face of climate change and empowering communities.

Launched in 2024-25, the Canada Housing Infrastructure Fund (CHIF) will provide \$6 billion over 10 years through two funding streams: a direct delivery stream to deliver funding to municipalities and Indigenous communities to address pressing infrastructure needs and enable more housing; and, a provincial and territorial agreement stream providing funding to support provincial and territorial priorities while advancing federal housing objectives. CHIF supports the Government of Canada's commitment to addressing the impacts of the housing crisis on communities of all sizes across Canada and aims to accelerate the construction and upgrading of housing-enabling drinking water, wastewater, stormwater and solid-waste infrastructure, directly supporting existing homes, the creation of new homes and increasing densification.

In Fall 2024, an intake was launched under the CHIF Direct Delivery Stream. As of March 31, 2025, 25 projects had already been approved for a federal contribution of over \$369.5 million and have the potential to enable over 110,000 housing units. These projects will provide crucial infrastructure, removing infrastructure barriers to developing new homes. By fiscal year end, ten Provincial and Territorial (PT) agreements were signed under the PT stream of CHIF: British Columbia, Saskatchewan, Manitoba, New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Labrador, Yukon, Northwest Territories, and Nunavut.

During 2024-25, the Canada Community-Building Fund (CCBF) continued to provide municipalities with predictable, long-term funding that enabled construction and rehabilitation of core public infrastructure. HICC worked with provinces and territories to implement the renegotiated 10 year (2024-2034) agreements. The renewed agreements tie CCBF funding to actions by signatories to increase housing supply and affordability. Through CCBF funding, communities are able to make strategic investments across 19 different project categories, which include investments in drinking water and wastewater, solid waste infrastructure, and community energy systems. These investments contribute to the development of Canada's housing supply by supporting infrastructure projects that align with regional housing goals, enable urban density, and help to improve housing affordability for Canadians.

On July 17, 2024, the Government of Canada announced the launch of Phase Two of permanent public transit funding – the Canada Public Transit Fund (CPTF). Public transit plays a key role in creating sustainable, inclusive and prosperous communities across Canada. The creation of dense, transit-oriented, complete communities can improve housing supply and affordability and address population growth pressures. The CPTF, which is a continuation of the PPTP, will catalyze housing outcomes such as increased supply and complement other existing federal housing initiatives, such as the Housing Accelerator Fund (HAF).

Stable, predictable funding under the CPTF is contingent upon local governments ensuring that investments support increased density near transit and encourage the housing that Canadians need. This will be done by leveraging data provided through Housing Needs Assessments, which are templates designed to meet federal program requirements and are 70% prepopulated by HICC, easing the burden on communities.

To support the CPTF's objectives of advancing housing outcomes as part of complete and inclusive transit-oriented communities, access to funding under the Baseline and Metro-Region Agreement (MRA) streams of the CPTF are tied to housing conditions. These conditions are designed to advance federal housing objectives such as increasing supply through densification, particularly near transit; ensuring new housing supply responds to local and regional needs, including by increasing the stock of affordable housing; mitigating or minimizing displacement of existing residents and loss of existing affordable housing due to transit infrastructure development; and, supporting effective and evidence-based long-term planning.

In 2024-25, HICC invested in research and data to address important housing data gaps. For example, the Department worked with Statistics Canada to: better understand the state of residential modular construction in Canada; develop a housing and transportation costs index; and create data tables describing the type of dwellings that are located in the vicinity of different types of transit systems. Analysis was also completed to better understand the state of construction sector productivity and the relationship between housing development and infrastructure needs.

HICC also collaborated with the Canada Mortgage Housing Corporation (CMHC) to develop analyses that inform policy and program design and maintain continuity on existing data and reporting products. This included:

- Reporting on the progress of the National Housing Strategy, including publication of performance and results on the HICC website, and mapping housing projects on HICC's Housing and Infrastructure project map;
- Issuing a Call for Applications for the Canada Rental Protection Fund between March and May 2025, to select one or more organizations that will support community housing providers to acquire rental apartment buildings and preserve the affordability of rents over the long-term;
- Co-developing data analysis ahead of launching Canada Secondary Suite Loan Program, to ensure accurate articulation of available funding and program targets; and,
- Updating the Canada Greener Homes Loan program to reflect new funding in 2024, in collaboration with Natural Resources Canada. Using data from the program's existing operations, targets were refined and updated, applying real-world impacts to the newly available funding.

Working with Innovation, Science and Economic Development Canada, HICC led on the development of an Industrial Strategy for Homebuilding, part of Canada's Housing Plan, which aims to improve key stages of the homebuilding process, including permitting, building practices, and labour/materials. The Government of Canada engaged a broad range of stakeholders and also tasked an expert panel on how to best address the critical industrial issues facing Canada's housing ecosystem, and how all orders of government can work with the construction sector to build more homes, faster.

The Department also continued to manage the federal relationship with, and oversight of, the tri-government corporation Waterfront Toronto in partnership with the Government of Ontario and City of Toronto. In January 2025, the three levels of government announced a joint investment of \$975 million to catalyze private investment, thereby accelerating the delivery of Waterfront Toronto's revitalization plan and enabling the future creation of destination landmarks and over 14,000 new homes, including affordable rental housing. The Department also announced an additional \$200 million to support the completion of the Broadview Eastern Flood Protection project, to enable the development of additional housing.

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

Investments in transit and housing are inexorably linked: transit near housing allows people to move efficiently within their communities and commute to school or work. Investments in higher-order transit, such as subways, light rail, and bus rapid transit are the key catalysts for developing transit-oriented communities. The Government is supporting the purchase of more than 13,000 buses including over 8,700 zero emission buses through the Canada Infrastructure Bank, and HICC's transit programming.

The Canada Public Transit Fund (CPTF), formerly referred to as the Permanent Public Transit Program (PPTP), will provide an average of \$3 billion per year to support Canada's long-term transit goals. The program aims to increase the use of public transit and active transportation relative to car travel; increase housing supply and affordability as part of complete, transit-oriented communities; help mitigate climate change and improve climate resilience; and improve transit and transportation options for all, especially Indigenous peoples and equity-deserving groups. It will be delivered through three streams: Baseline Funding, which offers stable support for transit agencies across the country; Metro-Region Agreements, which offer enhanced funding for metropolitan regions that advance ambitious integrated plans to achieve outcomes; and Targeted Funding, using project intakes to invest in specific transit priorities.

The Baseline Funding stream is designed to provide \$500 million annually in predictable, long-term support to communities across the country with existing transit systems. This funding focuses on enhancing routine capital and non-capital investment, ensuring the continual growth, rehabilitation, and replacement of public transit and active transportation infrastructure as well as increasing capacity for planning. By the end of the 2024-25 fiscal year, 80 proponents representing over 200 communities were deemed eligible through the Expression of Interest process for the Baseline funding stream. These investments will aim to improve public transit accessibility and reliability, promote cleaner transportation options, facilitate better access to essential services and economic opportunities and contribute to environmental sustainability and social well-being.

Metro-Region Agreements offer a new way for the Government of Canada, provinces, municipalities, and other key partners such as transit agencies and Indigenous communities to collaborate. These agreements encourage long-term integrated planning within large urban areas and will support a wide variety of projects, from transformational investments that build new subways and dedicated bus lines, to maintaining and sustaining the health of existing transit systems. On March 21, 2025, the Government of Canada announced that Metro Vancouver will receive up to \$1.53 billion over ten years to support transit projects. The Metro Vancouver transit service area consists of 21 municipalities, one Treaty First Nation (Tsawwassen First Nation) and Electoral Area A. Canada has also allocated over \$1.4 billion in planned funding to support the Vancouver and Halifax metro regions in developing their Integrated Regional Plans, the key document required to advance through the incremental MRA process. The Department continues engagement with partners throughout Canada to advance new and submitted applications under the MRA stream. Signatories commit to work together to make informed, impact-focused investments underpinned by strategic planning that integrates housing and land use.

CPTF's Targeted Funding stream is designed to provide flexible, call-specific funding to address federal priorities that meet local needs, such as zero-emission transit, active transportation infrastructure, and rural transit solutions. HICC continued to provide ongoing support, funding, stewardship, and oversight of projects approved through the first phase of the CPTF (formerly PPTP), in the Zero-Emission Transit Fund (ZETF), the Active Transportation Fund (ATF), and the Rural Transit Solutions Fund (RTSF). In fiscal year 2024-25, new intakes for both the ATF and RTSF were launched and received record numbers of applications. HICC will continue to provide support to projects approved under these PPTP funds through the CPTF-Targeted Funding stream.

Through the ZETF, the Department approved 29 new projects representing over \$565 million in federal funding in 2024-25, bringing the total federal funding approved to over \$2.3 billion for 69 projects to support the Government of Canada's commitment to put zero emission buses on the road. 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. Collectively, HICC active transportation investments have supported the building of more than 1,350 kilometres of active transportation pathways, sidewalks and bike lanes. HICC continues to support sustainable communities and housing infrastructure by providing Canadians with environmentally friendly transportation options. In 2024-25, over \$39 million was approved through the ATF for 30 new projects, making active transportation travel easier, safer, more convenient and more enjoyable. Since the program began, the ATF has allocated \$388 million in funding to 524 projects, including over \$64 million for 68 projects for Indigenous recipients.

To support rural communities in developing and implementing locally driven transit solutions, HICC approved over \$37.9 million for 105 new projects via the RTSF in 2024-25. As of March 31, 2025, the Department had allocated over \$131 million to 270 projects through the RTSF since its launch.

The Department also continued to provide over \$2.4 billion in annual funding through the Canada Community-Building Fund (CCBF) to provinces and territories who, in turn, flow the funds to municipalities. Communities have historically used a significant portion of the funds to make strategic investments in public transit systems and the development of active transportation networks, such as cycling paths and pedestrian walkways.

Through the Investing in Canada Infrastructure Program (ICIP) Public Transit stream, the Department continued to invest in projects that improve the capacity of public transit infrastructure, and improve access to and the quality or safety of existing or future public transit systems. As of March 31, 2025, a total of 606 projects representing over \$17.4 billion in federal contributions were funded under the Public Transit stream, providing funding to support new transit networks, service extensions and active transportation infrastructure. As of March 31, 2025, HICC has fully allocated all ICIP funding.

In 2024-25, the Department worked with Statistics Canada to better understand the local state of transportation across Canada. This resulted in the publication of new and enhanced datasets, such as Spatial Access Measures improvements, Canadian Cycling Network Database, Canadian Public Transit Network Database, as well as new transportation-related data in Canada's Core Public Infrastructure Survey, the Infrastructure Economic Account, and the Infrastructure Capital Expenditures Survey. In addition to these new datasets, the Department has also started working with Statistics Canada on the development of a new Canadian Survey of Everyday Travel, which will gather insights on the daily travel habits of Canadians. A better understanding of travel patterns, needs, and barriers people encounter, will help inform transportation planning and infrastructure investments across the country.

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

Canadians must be confident that their infrastructure can endure the impacts of climate change for decades, particularly given the increasing frequency and severity of extreme weather events. In 2024-25, HICC continued to invest in climate-ready infrastructure to mitigate the effects of natural disasters and help Canadians adapt and build resilience to climate change.

In 2024-25, the Green and Inclusive Community Building Program (GICB) continued to improve the condition and availability of community buildings across Canada. Building on the \$500 million top-up from Budget 2024, a third intake round was launched to support the Government of Canada's efforts to build resilient communities, reduce greenhouse gas (GHG) emissions, and enhance climate resilience in community buildings.

HICC continued supporting Disaster Mitigation and Adaptation Fund (DMAF) projects that are designed to protect communities across the country from the threats of natural disasters triggered by climate change. In fiscal year 2024-25, an additional 33 projects were approved under DMAF, representing a federal contribution of over \$521.7 million. Since the program was launched in 2018, the Department has approved a total of 148 projects representing a federal contribution of over \$3.3 billion, including over \$402 million to 16 projects led by or for Indigenous recipients, which will help communities remain resilient in the face of extreme events, such as flooding, wildfires and droughts.

Under the Natural Infrastructure Fund (NIF), HICC continued to invest in natural and hybrid infrastructure that is resilient and supportive of healthy communities. In 2024-25, 41 new projects were approved through the NIF, representing a federal contribution of over \$38 million. Since the program began in 2021, a total of 69 projects with a federal contribution of over \$117 million were approved, which included 23 projects led by or for Indigenous recipients for a federal contribution of over \$13.8 million. These investments enhance community access to nature, support climate resilience, improve environmental quality, reduce carbon emissions, and protect biodiversity.

Projects funded under DMAF and NIF may indirectly support housing goals and enhance the quality of life for Canadians by helping communities become more resilient. These projects enable structural or natural mitigation measures at the community level, which can help protect existing housing units from natural disasters such as floods. They may also help preserve housing affordability by reducing costs associated with maintenance, repairs, recovery, and insurance—including accessibility and affordability of coverage. Additionally, these investments may reduce federal expenditures related to post-disaster rebuilding. Moreover, investments in natural infrastructure under NIF and DMAF offer communities the opportunity to leverage ecosystems to improve well-being and quality of life by increasing access to nature and green spaces while reducing pollution.

During 2024, the Department finalized the renewal of the Canada Community-Building Fund (CCBF) agreements with all provinces and territories for \$26.7 billion over ten years. Communities made investments across a broad range of project categories in public transit, wastewater infrastructure, drinking water, solid waste management, community energy systems, local roads and bridges, capacity building, highways, local and regional airports, short-line rail, short-sea shipping, resilience, broadband and connectivity, culture, tourism, sport, recreation, fire halls, and brownfield redevelopment.

Through the Investing in Canada Infrastructure Program (ICIP), HICC allocated over \$4.1 billion in 2024-25 to 33 additional projects across the country for public transit and green and social infrastructure, contributing to economic growth, climate resilience, reduced emissions and the creation of good middle-class jobs. The Green Infrastructure Stream of ICIP supports projects that reduce GHG emissions and build structural and natural resilience to climate change, natural disasters, and extreme weather.

The Canada Housing Infrastructure Fund (CHIF) also contributes to improved efficiency and reliability of essential infrastructure, increased resilience of assets to climate change, increased compliance with federal wastewater treatment standards and contributes to federal net-zero objectives. The program funds projects that not only meet housing needs but also deliver additional benefits, including GHG emission reductions, integration of natural infrastructure, climate resilience, and support for underserved and equity-deserving groups.

Together, these programs support the advancement of the federal outcomes identified in the 2030 Emissions Reduction Plan, the National Adaptation Strategy (NAS) and Government of Canada Adaptation Action Plan by investing in public infrastructure that supports climate resilience and the transition to a net-zero economy. In 2024-25 and in alignment with the NAS, HICC has integrated climate resilience requirements into all streams of the Canada Public Transit Fund (CPTF), ensuring that federal infrastructure investments support a more climate-resilient future by identification of significant climate risks and taking measures for climate resilience using the best available climate data, tools and guidance. HICC uses a scalable climate resilience approach, applying rigorous requirements for large-scale projects, while smaller projects follow a lighter process. This scalable model ensures proportional resilience planning while maintaining accountability across all project sizes.

In fall 2024, HICC successfully launched the Climate Toolkit for Housing and Infrastructure, offering open-access tools, resources, and services to help communities design resilient and low-carbon infrastructure. Three core services are available, free of charge, to target audiences:

- The HICC Climate Help Desk has responded to over 195 inquiries from communities across the country, including 20% from Indigenous communities. It helped these communities navigate HICC's program climate requirements, assess climate risks, identify GHG reduction opportunities, and apply best practices in project design and implementation.
- The online platform, ClimateInsight.ca offers users geospatial visualization of climate and socioeconomic indicators, hundreds of climate and infrastructure options, and a curated library of resources to support planning and decision-making.
- The Roster of Climate and Infrastructure Experts has offered free advisory and technical services to 70 small and low-capacity communities to guide them in assessing and strengthening the integration of low-carbon resilience in their projects.

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

Everyone deserves a safe and stable place to call home, but far too many people in Canada face the daily, unacceptable reality of homelessness. HICC remains committed to preventing and reducing homelessness across the country, through initiatives such as Reaching Home, the Unsheltered Homelessness and Encampments Initiative and the Veteran Homelessness Program.

Reaching Home: Canada's Homelessness Strategy is a community-based program that provides funding to support local efforts to address homelessness. The majority of funding is delivered through a Community Entity model where a single organization is responsible for identifying and managing projects based on local needs and priorities. In 2024-25, additional funding from Budget 2024 was allocated to Reaching Home agreements to help communities across the country respond to the rising rates of homelessness. In recognition of the over-representation of Indigenous Peoples among those experiencing homelessness, Reaching Home includes a dedicated Indigenous Homelessness funding stream and a distinctions-based stream that includes Modern Treaty Holders.

In 2024-25, with the help of Reaching Home: Canada's Homelessness Strategy, 1,803 projects were funded. Further, 28,627 people received prevention services, 16,333 people received housing placement services and 8,212 people received income assistance.

Additionally, as part of Solving the Housing Crisis: Canada's Housing Plan and Budget 2024, the Government of Canada announced an additional \$250M over two years, starting in 2024-25, to address the urgent challenges of encampments and unsheltered homelessness through the Unsheltered Homelessness and Encampments Initiative. This federal investment was intended to be cost-matched by provinces and territories (PTs), leveraging up to \$500M. In 2024-25, agreements were put in place with 11 provinces and territories, as well as 12 municipalities in Ontario and Saskatchewan. This initiative supports 38 communities and regions facing the most pressure to open more shelter spaces and transitional homes.

The Department continues to engage with provincial and territorial counterparts both bilaterally and through multilateral fora to advance coordination and alignment. For example, HICC engages monthly with the Government of Nunavut, and Nunavut Tunngavik Incorporated through the Nunavut Homelessness Tripartite Table to discuss homelessness priorities and find ways to align funding, programming and government priorities. In 2024-25, the table approved the advancement of funding for two projects that sought to address shelter overcrowding and prevent unsheltered homelessness in Nunavut.

In 2024-25, Housing, Infrastructure and Communities Canada continued to work in close collaboration with Veterans Affairs Canada to implement the Veteran Homelessness Program (VHP). The VHP aims to prevent and reduce Veteran homelessness in Canada by delivering contributions funding through two streams. The Services and Supports Stream is providing funding for rent supplements and wraparound services, such as counselling and treatment for substance use. The Capacity Building Stream is funding research on Veteran homelessness, as well as increasing the capacity of organizations to deliver services. Since its launch, the VHP has entered into funding agreements with 28 recipients under the Services and Supports Stream and 6 Recipients under the Capacity Building Stream. These agreements have helped to provide support to 1,424 Veterans in 2024-25.

In 2024-25, HICC continued to work with the eight organizations funded to conduct action research on new interventions and approaches to address chronic homelessness. Recipients concluded their research on March 31, 2025, with each organization helping to build knowledge about the persistent barriers and potential approaches to preventing and reducing chronic homelessness, while strengthening collaboration and knowledge-sharing across governments and among the homelessness serving sector.

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

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

The Department proactively engages all orders of government, including Indigenous partners. These engagement activities help inform policy and program improvements and ensure that programs support the development of communities that are modern, green, inclusive, innovative, resilient, and provide public mobility solutions, while also integrating and supporting housing outcomes and strategies.

Engagement done throughout program design, as was the case with CHIF, allowed for better support to applicants and more targeted program design decisions that offered better opportunities for Indigenous applicants. In relation to the CPTF, engagement has also continued through Metro-Region Agreements with provinces, municipalities, transit agencies and other key partners. Whereas previous engagement focused on broad nationwide engagement to ensure that program design responded to the capacity and priorities of partner organizations and Government of Canada objectives, more recent engagement has targeted Canada's largest metro regions where the need for transit funding is highest and has prioritized both ongoing high-level alignment with CPTF objectives and increasing understanding of how the requirements and conditions of the MRA stream can be met.

To support potential applicants, HICC's direct delivery programs provide various services aimed at strengthening applications and overall interest in the funding programs. Examples of these targeted services include both live and pre-recorded webinars, toll-free phone lines and dedicated program email addresses where applicants are able to ask questions directly to program officials. These webinars included those specifically for rural, northern, and Indigenous communities.

To ensure environmental requirements and Indigenous consultation obligations are met throughout the lifecycle of each project, HICC identified federal environmental statutory requirements and constitutional obligations for Indigenous consultations for 79 projects. The Department also continued to manage oversight of Indigenous consultation and/or environmental impact assessment processes for 680 projects. This allows HICC to monitor projects for progress, work with proponents to mitigate risks, report on results achieved and ensure the flow of funding to project recipients.

To advance sustainable and resilient housing and infrastructure, HICC launched comprehensive research and analysis focused on natural infrastructure. This initiative includes the development of a Compendium of Natural Infrastructure Fact Sheets and a study on cost-benefit analysis tools. These resources will equip municipalities, the public and practitioners with guidelines, best practices, and case studies to inform natural infrastructure projects, thereby maximizing the value of investments by delivering economic, environmental and social benefits.

During the fiscal year, 10 projects under the Research and Knowledge Initiative (RKI) were completed, strengthening the evidence base on infrastructure and community issues. The research teams produced a wide range of outputs, such as various tools for local decision makers to assess and plan for risks to public infrastructure, new data on performance of northern homes, and studies to support low-carbon mobility transitions. These outputs are being published or circulated to provide useful evidence and tools for decision-making in three main areas: climate resilience, open data and community engagement, and transit and mobility. Following a second open competitive call for proposals, 18 new research projects were selected and initiated, with a focus on applied research and practical solutions especially oriented to addressing Canadian housing challenges.

In 2024-25, the Department published over 10 datasets in collaboration with Statistics Canada, including the 2022 Canada's Core Public Infrastructure Survey. These datasets are developed through open and transparent methodologies and are publicly available on Statistics Canada's website. They are used by the Department, provinces, territories and municipalities to benchmark the condition of assets, to understand the level of services provided by existing infrastructure and to inform asset management plans.

In 2024-25, new climate-informed guidance, standards and codes were published, including four National Research Council (NRC)-led guidance documents and nine Standards Council of Canada (SCC)-led national standardization strategies. HICC, NRC and SCC organized the workshop "From Knowledge to Action: Defining Future Directions and Increasing the Impact of Climate Resilient Infrastructure Guidance in Canada" which brought together over 60 senior-level participants from the infrastructure and housing sector to inform research, policy and next steps for accelerating the uptake of climate-informed guidance. HICC also organized and co-chaired four meetings of the Infrastructure Building Working Group to share leading practices and gather valuable perspectives from across the infrastructure community.

During the past fiscal year, HICC identified and advanced priorities for Indigenous peoples living in urban and/or rural communities off reserve through ongoing regular engagement with the National Indigenous Homelessness Council. In addition, bilateral engagements with Indigenous Homelessness Community Entities were held where the topic of meaningful collaboration was discussed to better understand the community-level realities of collaboration and integration. A dedicated session on meaningful collaboration between Indigenous and non-Indigenous partners was held during the April 2024 Community Entity Forum and this topic was also on the agenda during the Indigenous Homelessness Gathering held virtually by HICC in June 2024.

**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.**

On December 3, 2024, the Minister of Housing, Infrastructure and Communities launched the Canadian Infrastructure Council, an arm's-length expert advisory body. The Council's mandate is to provide all orders of government with impartial evidence-based research and analysis, developed openly and transparently, to improve long-term infrastructure planning and decision-making in Canada.

As directed by the Minister, the Council has been working to develop Canada's first National Infrastructure Assessment focused on the core public infrastructure needed to support housing over the long-term (ex. water and wastewater, solid waste management, public transit and active transportation), as well as the impacts from population growth and climate change on them.

To inform this work the Council is assessing various information sources and has undertaken extensive engagement. This work is supported by a Secretariat established within HICC who supported the Minister in the appointment process and is now providing direct support to the Council, such as research and analysis and an in-depth assessment of the current asset conditions.

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

HICC continued to play a central leadership role in advancing one of the largest and most complex infrastructure projects in Canada. Over the past year, the Department provided strategic oversight and direction to the Windsor-Detroit Bridge Authority (WDBA) as it advanced the Gordie Howe International Bridge toward substantial completion. With construction now over 96% complete, the Project is nearing a critical transition to its operational phase, marking a major milestone in strengthening North American supply chains and cross-border mobility.

During this period, HICC ensured sustained federal leadership by facilitating access to funding, accelerating necessary approvals, and managing cross-jurisdictional coordination. The Department worked closely with WDBA to assess progress, identify and manage risks, and uphold high standards of transparency and accountability through well-established governance mechanisms. HICC also provided targeted legal, commercial, and technical advice to help resolve complex project issues, maintain alignment with federal priorities, and position the project for long-term success in delivering economic growth, trade resilience, and public value.

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 use of various data dashboards. In addition, HICC continued to collaborate with CDPQ Infra / REM Inc. under the conditions of the lease with REM Inc. for their use of the Samuel De Champlain Bridge. This collaboration continued to improve the coordination between REM Inc. and Signature on the Saint Lawrence Group for their respective operations on the Bridge.

On November 12, 2024, HICC signed a final transfer agreement with Canadian National Railway formalizing the Government of Canada's acquisition of the Quebec Bridge. On the same day, HICC officially transferred the bridge's property rights and responsibility to the Jacques Cartier and Champlain Bridges Incorporated. This acquisition will enable the implementation of a rehabilitation plan that will ensure the long-term future of this heritage infrastructure, benefiting residents of the greater Quebec City area while preserving its historical, cultural, and economic significance for future generations.

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

The Canada Infrastructure Bank (CIB) is the Government's primary tool to promote alternative finance delivery models and attract private sector investment in infrastructure. The department continued to implement its engagement framework to facilitate effective coordination between the CIB and other government departments and agencies, as well as ensure effective alignment with government direction and priorities.

As part of the Department's role in providing analysis and advice related to the uptake of alternative finance models and pathways to enhance the attractiveness of Canadian infrastructure for private investment, the Department undertook medium-term planning activities to provide advice to the incoming government, worked with other federal departments on an ongoing basis and conducted a wide array of research and stakeholder consultation and engagement activities. This contributed to a deeper understanding of the role that private and institutional investors can play in the development and delivery of infrastructure and housing and promoted investment in Canadian projects.

In addition, HICC contributed strategic financial and analytical expertise to housing and infrastructure initiatives, including leading interdepartmental efforts on tariff impacts and enhancing understanding of Public-Private Partnerships (P3) within government projects.

### Highlights for Housing, Infrastructure and Communities Canada in 2024-25

- Total actual spending (including internal services): \$7,968,878,253
- Total full-time equivalent staff (including internal services): 1,599

For complete information on Housing, Infrastructure and Communities Canada's total spending and human resources, read the [Spending and human resources section](#) of its full departmental results report.

### Summary of results

The following provides a summary of the results the department achieved in 2024-25 under its main areas of activity, called "core responsibilities."

Core responsibility 1: Public Infrastructure, Communities, Affordable Housing and Homelessness Policy  
Actual spending: \$81,759,398

Actual full-time equivalent staff: 447

In 2024-25, HICC informed infrastructure, communities and homelessness policies through improved data quality, integration of climate resilience measures, and enhancement of accessibility and inclusion.

By advancing infrastructure, affordable housing, and homelessness policies, HICC also contributed to improving the quality of life for all Canadians. In 2024-25, the Department worked closely with partners and stakeholders to drive progress on housing and infrastructure projects across the country.

For more information on Housing, Infrastructure and Communities Canada's [Public Infrastructure, Communities, Affordable Housing and Homelessness Policy](#) read the "Results – what we achieved," section of its departmental results report.

Core responsibility 2: Public Infrastructure, Communities, and Homelessness Investments  
Actual spending: \$39,515,902

Actual full-time equivalent staff: 303

The Department continued to provide ongoing support, stewardship and oversight for investments that build resilient communities and support diverse organizations through a comprehensive suite of programs.

For more information on Housing, Infrastructure and Communities Canada's [Public Infrastructure, Communities, and Homelessness Investments](#) read the "Results – what we achieved," section of its departmental results report.

Core responsibility 3: Public Infrastructure and Communities Investment, Stewardship and Delivery  
Actual spending: \$7,758,605,181

Actual full-time equivalent staff: 353

The Department 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.

For more information on Housing, Infrastructure and Communities Canada's [Public Infrastructure and Communities Investment, Stewardship and Delivery](#) read the "Results – what we achieved," section of its departmental results report.

## From the Minister

I am pleased to present Housing, Infrastructure and Communities Canada's Departmental Results Report for 2024-25. This report provides an overview of the Department's activities and accomplishments over the past fiscal year. This includes our efforts to improve Canadians' quality of life through policies and programs that address housing availability and affordability, reduce homelessness, improve public transit, modernize and build essential infrastructure, and take climate action.

Public infrastructure plays a vital role in helping communities thrive and supporting economic prosperity. The vast and complex network of transit systems, roads, water and wastewater infrastructure, active transportation systems, and cultural and recreational spaces reach into every community and touches every Canadian. It enables people to thrive, businesses to grow, makes life more affordable for Canadians, and helps protect our environment.

The past fiscal year saw substantial productivity and achievements to improve Canadians' quality of life and keep them healthy and safe. The Department led on efforts to address the housing crisis through initiatives to increase densification and to build connected, transit-oriented, and complete communities.

Leading on the Government of Canada's efforts to address the housing crisis, the Department introduced Solving the Housing Crisis: Canada's Housing Plan in April 2024 and advanced the National Housing Strategy. The Plan delivered housing solutions built on three foundational pillars: build more homes, make it easier to rent or own a home, and help Canadians who can't afford a home.

The Department worked closely with the Canada Mortgage and Housing Corporation to coordinate policy and program development and to strengthen the federal government's overall ability to address the housing crisis. Taking a Team Canada approach, HICC, with CMHC, worked with all levels of government and Indigenous partners to help unlock housing supply and to increase affordable and social housing for low- and middle-income families and individuals.

The Department continued to strengthen Canada's response to homelessness through Reaching Home: Canada's Homelessness Strategy and the Veteran Homelessness Program. In September 2024, the Department announced an allocation of \$250 million in dedicated funding to address the urgent issue of encampments and worked with provinces, territories and municipalities that were ready to adopt cost-matched responses, to provide more shelter spaces, transitional housing, and supportive services to help encampment residents into safe and dignified solutions and restore community spaces.

In support of new and growing communities, the Department announced two new programs that will shape communities for generations. The new Canada Housing Infrastructure Fund facilitates the integration of new homes into municipalities through the construction of essential water and wastewater infrastructure. The Department also launched the historic Canada Public Transit Fund, the first permanent transit fund intended to provide stable, predictable funding to improve access to public transit and active transportation.

The Canada Public Transit Fund complements a robust set of transit funds that invest in communities across Canada, including the Rural Transit Solutions Fund, the Zero Emission Transit Fund, the Active Transportation Fund, and the Public Transit stream of the Investing in Canada Infrastructure Program.

Reliable and convenient transportation options help Canadians move around their communities, making life more affordable and connecting them to jobs, essential services, and community spaces.

In response to increasing natural disasters and extreme weather events triggered by climate change, the Department supported climate adaptation measures to increase community resilience. Through the Green and Inclusive Community Buildings fund, the Department invested in projects that improve energy efficiency, lower greenhouse gas emissions, and encourage new builds to meet net-zero standards. The Disaster Mitigation and Adaptation Fund supported structural and natural infrastructure projects and rehabilitated infrastructure designed to reduce the impacts of climate change and natural disasters on communities. Additionally, we launched the new Climate Toolkit Platform to provide communities with a suite of open-access tools, resources, and support services to develop climate-resilient projects and contribute to Canada's path to net-zero emissions.

The federal government invests in public infrastructure through the Investing in Canada Infrastructure Program and the Canada Community-Building Fund. The Department has supported ongoing projects and facilitated the rollout of new initiatives that increase community sustainability, strengthen the economy, and deliver tangible benefits for Canadians.

Economic resilience relies on the safe and efficient flow of people and goods. The past year saw significant progress on important crossings, including the repatriation of the historic Quebec Bridge. Steady monitoring of the Samuel De Champlain Bridge Corridor continued to ensure its sustainability. And the Gordie Howe International Bridge achieved an important milestone with the connection of its Canadian and American sides.

Infrastructure underpins Canadians' quality of life, our country's economic growth, and the resilience of our communities. I'm proud of the work and results the Department delivered over the past year for Canadians, and I invite you to read these pages. There is always more work to be done, and I look forward to advancing our mandate in the year ahead. We will continue to work closely with our partners to build a housing market that works for everyone, grow our economy, and create resilient communities that will prosper for generations to come.



The Honourable Gregor Robertson  
Minister of Housing and Infrastructure and Minister responsible for Pacific Economic Development  
Canada

## Results – what we achieved

### Core responsibilities and internal services

- [Core responsibility 1: Public Infrastructure, Communities, Affordable Housing and Homelessness Policy](#)
- [Core responsibility 2: Public Infrastructure, Communities and Homelessness Investments](#)
- [Core responsibility 3: Public Infrastructure and Communities Investment, Stewardship and Delivery](#)
- [Related government priorities](#)
- [Internal services](#)

### Core responsibility 1: Public Infrastructure, Communities, Affordable Housing<sup>1</sup> and Homelessness Policy

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Resources required to achieve results](#)
- [Program inventory](#)

#### Description

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

#### Quality of life impacts

This core responsibility contributes to the “Prosperity” domain of the Quality of Life Framework for Canada and, more specifically, the subdomains of “Core Housing Need,” “Acceptable Housing” (formerly “Housing needs”) and “Homelessness.” Policy solutions determine how the federal government supports approaches to address housing needs and homelessness which have impacts on Canadians’ standard of living.

It also contributes to the “Environment” domain, particularly, the subdomains of “Drinking water,” “Climate change adaptation,” “Access to public transit”, and “Waste management.” Through policy solutions, the federal government supports public infrastructure development—including major bridges, public transit, clean water and wastewater systems, and disaster mitigation—among other areas, all of which have impacts on sustainable communities.

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<sup>1</sup> “Affordable Housing” in the context of this Departmental Results Report refers to housing supply and affordability.

## Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility 1: Public Infrastructure, Communities, Affordable Housing and Homelessness Policy.

Table 1: Result 1.1: Infrastructure, communities and homelessness policy are informed by evidence  
Table 1 shows the target, the date to achieve the target and the actual result for each indicator under Result 1.1: Infrastructure, communities and homelessness policy are informed by evidence in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Result
1.1.1: Canada Core Public Infrastructure Survey response rate	85%	March 31, 2025	2022–23: 89% 2023–24: 71% 2024–25: Not available <sup>2</sup>
1.1.2: Usage of Infrastructure Economic Accounts (INFEA) and Canada Core Public Infrastructure Survey (CCPI) data	10,000 Views/Downloads	March 31, 2025	2022–23: 10,487 2023–24: 26,660 2024–25: 59,105
1.1.3: Number of national homelessness reports that are published	8	March 31, 2025	2022–23: 6 2023–24: 8 2024–25: 10

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

Table 2 shows the target, the date to achieve the target and actual result for each indicator under Result 1.2: Infrastructure, affordable housing and homelessness policies improve the quality of life for all Canadians in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
1.2.1: Gross Domestic Product attributable to public investments in infrastructure (current dollars)	\$50,000,000,000	March 31, 2025	2022–23: \$57,956,755,046 2023–24: \$65,013,403,000 2024–25: \$72,683,985,000
1.2.2: Remaining useful life ratio of infrastructure assets	50%	March 31, 2025	2022–23: 58.9% 2023–24: 59.6%

<sup>2</sup> As data for the Canada Core Public Infrastructure Survey was not collected in 2024-25, “actual results” are presented as “Not available.”

Departmental Result Indicator	Target	Date to achieve target	Actual Results
			2024–25: 59.3%
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, 2025	2022–23: 1.20 tonnes 2023–24: 1.80 tonnes 2024–25: Not available <sup>3</sup>
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, 2025	2022–23: 57.6% 2023–24: 58.6% 2024–25: 57.1%
1.2.5: Percentage of the population living within 500 metres of a public transit stop	78%	March 31, 2025	2022–23: 78.2% 2023–24: 78.2% 2024–25: 74.6%
1.2.6: Number of people placed in more stable housing	19,000	March 31, 2025	2022–23: 19,483 2023–24: 18,537 2024–25: 16,333 <sup>4</sup>

The [Results section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

**Details on results**

The following section describes the results for Public Infrastructure, Communities, Affordable Housing and Homelessness Policy in 2024–25 compared with the planned results set out in Housing, Infrastructure and Communities Canada’s Departmental Plan for the year.

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

In 2024-25, HICC informed infrastructure, communities and homelessness policies through improved research, data quality, integration of climate resilience measures, and enhancement of accessibility and inclusion.

In the first half of the fiscal year, 18 new research projects were selected and initiated following a second open competitive call for proposals under the Research and Knowledge Initiative. These projects focus on applied research and practical solutions, especially oriented to addressing Canadian housing challenges, and are planned for completion by the end of 2025-26.

<sup>3</sup> 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 2023. Data and estimates for 2024-25 are expected to be published in 2026; therefore, actual results are not available for this indicator.

<sup>4</sup> The 2024-25 actual result for Indicator 1.2.6 was based on best available Reaching Home data received as of August 2025.

Throughout the year, the Department engaged and collaborated with experts, academics and partners to improve the quality and access to data, related modelling and analytics to support public transit and active transportation-related policies. Engagement was completed to improve existing surveys, as well as support the development of the new Canadian Survey of Everyday Travel. This new survey will help to provide a better understanding of how and why Canadians are travelling every day by reporting kilometres travelled per mode and modal share for most Census Metropolitan Areas. Working closely with Statistics Canada to develop publicly available data, such as the Spatial Access Measures, HICC also helped to lay the foundation to address important gaps through the use of passive mobile data. These improvements help the Department better understand and assess how active transportation infrastructure serve different populations, including women, to support more equitable and inclusive transportation planning.

The Department also published over 10 datasets, in collaboration with Statistics Canada, including the 2022 Canada's Core Public Infrastructure Survey, the Infrastructure Economic Account updates, the 2023 Infrastructure Capital Expenditure survey, Spatial Access Measures, the Housing and Transportation Costs Index, the Canadian Cycling Network Database, the Canadian Public Transit Network Database, Open Database of Infrastructure Version 2, Convenient access to public transit data (now including population and housing data) and a new version of the infrastructure project planning tool. With support from HICC, Statistics Canada also published a technical paper on a new Housing and Transportation Costs index in February 2025. The paper included preliminary data and information related to affordability and equity discrepancies in Canada.

During this fiscal year, the Department developed practical guidance to support informed investments in active transportation and promoted the use of a common nomenclature for cycling infrastructure based on safety performance and user comfort appropriate for all ages and abilities. In addition, the Department launched the Active Transportation Online Hub, a publicly available website with resources and guidelines, data and research, active transportation success stories being advanced across Canada, and information on the Government of Canada's active transportation investments.

Through the use of low-cost natural infrastructure solutions, HICC supports sustainable and resilient housing and infrastructure projects. HICC has conducted research and stakeholder engagement related to natural infrastructure to inform future policy and programming initiatives and support the identification of knowledge gaps, barriers and solutions. These engagement sessions helped deepen HICC's understanding of the challenges to implementing natural infrastructure projects as well as perspectives on tools and guidance that are needed to accelerate the use of natural and hybrid infrastructure across the country in support of the National Adaptation Strategy. In 2024-25, HICC advanced a Compendium of Natural Infrastructure Fact Sheets as well as a study on cost-benefit analysis tools for natural infrastructure and nature-based solutions. These resources will equip municipalities, the public and practitioners with best practices for valuing, planning and implementing natural infrastructure projects.

Building on the lessons learned from Climate Lens reporting, HICC also developed evidence-based climate requirements and guidance for infrastructure programming that address greenhouse gas emissions reductions, resilience to climate hazards, and embodied carbon reduction, to support Canada's climate objectives. Specifically, HICC integrated climate resilience and mitigation requirements across all streams of the Canada Public Transit Fund (CPTF) and the Canada Housing Infrastructure Fund (CHIF), ensuring that federal infrastructure investments contribute to a more climate-resilient and low-carbon future.

Additionally, to support the federal Buy Clean policy approach, HICC introduced a Ready-Mix Concrete Performance Requirement for both CHIF and CPTF, mandating a 10% carbon reduction threshold and standardized reporting on embodied carbon. Comprehensive guidance and tools, including a Buy Clean Technical Guide and reporting templates, have been developed to support recipients in meeting these requirements. Capacity support services are also offered through the Climate Help Desk for applicants that may need additional information. This activity builds on lessons learned from the Department's Climate Lens assessment tool, which has been a requirement for proponents under Investing in Canada Infrastructure Program and Disaster Mitigation and Adaptation Fund since 2018.

In 2024-25, new climate-informed guidance, standards, and codes were developed. Future climate design values will be embedded in the 2025 National Model Building Code and the Canadian Highway Bridge Design Code, ensuring that buildings and bridges will be designed for a future climate. With HICC funding, the National Research Council of Canada (NRC) published four guidance documents related to coastal resilience, natural infrastructure, life-cycle performance of structures and bridge hydraulics. Further, during this fiscal year, the Standards Council of Canada (SCC) published nine standardization strategies and advanced 36 more related to flood mapping, water systems, shoreline management, risk identification, and equity in infrastructure decision-making.

HICC also continues to ensure that accessibility and inclusion are taken into consideration within the design and delivery of programs. As part of signing a Metro-Region Agreement (MRA) under the CPTF, the signatory consents that a project must meet or exceed the requirements of the highest published accessibility standard in the jurisdiction, in addition to applicable provincial building codes and relevant municipal by-laws. Signatories are also required to detail how equity considerations are used to prioritize investments. In addition, the Green and Inclusive Community Building (GICB) program includes accessibility and inclusivity in terms of using the Canadian Index for Multiple Deprivation as a merit criteria when assessing projects.

In 2024-25, the Department also worked with the Canada Infrastructure Bank (CIB) to strengthen alignment on key policy priorities through regular meetings of the CIB Investment and Advisory Table, which ensures coordination across federal stakeholders and ensures that CIB investments remain consistent with its policy priorities and authorities.

As part of the Department's overall role in providing analysis and strategic policy advice related to the uptake of alternative finance models and pathways, the Department undertook medium-term planning activities to provide advice to Canada's new government, worked with other federal departments on an ongoing basis, and conducted a wide array of research and stakeholder consultation and engagement activities. This contributed to a deeper understanding of the role that private and institutional investors can play in the development and delivery of infrastructure and housing and promoted investment in Canadian projects.

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

By advancing infrastructure, affordable housing, and homelessness policies, HICC contributes to improving the quality of life for all Canadians. In 2024-25, the Department worked closely with partners and stakeholders to drive progress on housing and infrastructure projects across the country.

HICC developed and implemented standardized Housing Needs Assessment templates to provide the evidence base needed to inform local housing policies, investments and planning practices, grounded in the current and projected needs of a community. This included a template for communities with a population of 30,000 and over to meet their requirements under the Canada Community-Building Fund (CCBF) and the CPTF; a Territorial template to support in meeting requirements under the CCBF; and a template designed to support smaller communities in understanding their housing needs. HICC has prepopulated the templates with federal data to reduce the burden to communities. The Department has also worked closely with the University of British Columbia's Housing Assessment and Resource Tools team to prepopulate even more data in the federal template.

Throughout 2024-25, key resources were transferred from CMHC to HICC to strengthen internal policy capacity in the Department. HICC continues to work closely with CMHC to advance federal housing priorities such as achieving greater housing supply, improving affordability, and modernizing how housing is built. The Department also supported the Government of Canada in appointing a new President/CEO, Chair and four new Directors within the crown corporation.

HICC also led on the development of the Industrial Strategy for Homebuilding, part of Canada's Housing Plan. The Government of Canada engaged a broad range of stakeholders through a series of thematic roundtables, which included discussions on enhancing productivity within Canada's housing ecosystem, incentivizing innovation and technology adoption, exploring the impacts of access to capital, and strengthening supply chains. The Department is also enhancing internal modelling capacity to understand the impact and effectiveness of policies and programs on housing supply and affordability.

Further, the Department worked with Public Services and Procurement Canada to support the launch of the first iteration of the Public Land Bank interactive map. This map lists federal properties available for housing development and provides an opportunity for interested parties to view and enquire about specific properties. New properties and relevant datasets are added regularly.

In 2024-25, HICC also managed the federal relationship with, and oversight of Waterfront Toronto in partnership with Government of Ontario and City of Toronto. Waterfront Toronto continued to support the development of housing enabling infrastructure projects along Toronto's waterfront, like the Port Lands Flood Protection Project, which will yield significant social, environmental, and economic benefits, including housing and transit opportunities.

Finally, HICC continued to maintain effective stewardship over Windsor Detroit Bridge Authority (WDBA) activities for the delivery of the Gordie Howe International Bridge project. The project has created thousands of construction jobs and long-term employment opportunities. As well, several WDBA-led community benefits initiatives, funded by the Government of Canada, have helped advance economic, social and environmental conditions in local communities, with efforts that support tourism, bolster local businesses and improve public spaces.

## Resources required to achieve results

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

Table 3 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	77,481,180	81,759,398
Full-time equivalents	423	447

[The Finances section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) and the [People section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

### 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](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Resources required to achieve results](#)
- [Program inventory](#)

### Description

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

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

- Alternative financing arrangements identify projects that are delivered in partnership with either private sector or non-government organization and Infrastructure Canada or Crown Corporations under the Minister of Housing, Infrastructure and Communities.

### Quality of life impacts

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

### Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility 2: Public Infrastructure, Communities and Homelessness Investments.

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

Table 4 shows the target, the date to achieve the target and the actual result for each indicator under Result 2.1: Funding is invested and leveraged to support public infrastructure, affordable housing and homelessness projects in Canada in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Result
2.1.1: Infrastructure Canada funding committed to projects in the fiscal year	\$5,183,446,583	March 31, 2025	2022–23: \$6,665,063,451 2023–24: \$5,536,224,859 2024–25: \$7,484,505,202
2.1.2: Number of projects considering and using alternative finance procurement models by public sponsors in Canada	20	March 31, 2025	2022–23: Not available <sup>5</sup> 2023–24: 49 2024–25: 10

The [Results section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

<sup>5</sup> 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.

## Details on results

The following section describes the results for Public Infrastructure, Communities and Homelessness Investments in 2024–25 compared with the planned results set out in Housing, Infrastructure and Communities Canada’s Departmental Plan for the year.

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

The Department continues to provide ongoing support, stewardship and oversight for investments that build resilient communities and support diverse organizations through a comprehensive suite of programs.

The GICB program continues to improve the condition and availability of community buildings across Canada for the benefit of high-need communities and equity-seeking groups through green and accessible new build projects retrofits, repairs, and upgrades. Following the \$500 million top-up in Budget 2024, a third application intake was held, supplementing the existing funding envelope for this program. From the start of the program to March 31, 2025, the Department had approved 343 projects totalling over \$1.7 billion in federal contributions through the GICB, including 93 new projects in 2024-25 representing a federal contribution of over \$348 million.

Through the Disaster Mitigation and Adaptation Fund (DMAF), an additional 33 projects were approved in the 2024-25 fiscal year, representing a federal contribution of \$521.7 million to support the construction and rehabilitation of public infrastructure to mitigate and adapt to future climate change impacts and natural hazards. DMAF has provided a total of \$3.3 billion in funding for 148 projects since its inception; including for projects like the Seismic Upgrade and Rehabilitation of Cambie Street Bridge Project, which was led by the City of Vancouver and funded with a federal contribution of \$84.4 million.

The Department also supported ongoing projects approved under the Natural Infrastructure Fund (NIF) to create, expand, or enhance communities’ access to nature, furthering resilience to climate change, improving environmental quality, mitigating carbon emissions and protecting biodiversity. Projects like Toronto’s Ravine Strategy Project, led by the City of Toronto with a federal contribution of \$20 million, aim to: build and upgrade seven assess systems (including five wetlands); provide access to nature; and support biodiversity and habitat restoration.

The Investing in Canada Infrastructure Program (ICIP) continues to fund public transit, green, and social infrastructure projects across the country, contributing to economic growth, climate resilience, reduced emissions and the creation of good middle-class jobs. HICC continues to work collaboratively with provinces and territories to support ongoing projects under the Green Infrastructure Stream of ICIP, which in part funds projects aimed at improving environmental quality. The ICIP Green Infrastructure Stream has approved funding for 1,697 projects representing a federal contribution of over \$8 billion.

HICC continued to provide yearly funding of over \$2.4 billion through the Canada Community-Building Fund (CCBF) to provinces and territories who, in turn, flow the funds to their municipalities. Through this fund, communities make strategic investments across 19 different project categories, which include investments in water and wastewater infrastructure, solid waste management infrastructure, community energy systems, short rail lines, and local roads and bridges – allowing for the building and enhancing of public infrastructure that meets their specific needs. CCBF Agreements with the provinces and territories are now in place until March 2034 and the Department continues to work with signatories to satisfy the new reporting requirements. Renewed agreements for the CCBF require communities with a population above 30,000 to complete Housing Needs Assessments to support evidence-based decision making in the planning infrastructure and housing investments.

Following Budget 2024, the Department has been working to help Canadian communities build the essential infrastructure to support growth through the Canada Housing Infrastructure Fund (CHIF), which is part of the Government of Canada’s commitment to address the impacts of the housing crisis on communities of all sizes across Canada. The CHIF aims to accelerate the construction and upgrading of housing enabling drinking water, wastewater, stormwater, and solid-waste infrastructure. Funding is available through the Provincial/Territorial stream or directly to applicants through the Direct Delivery stream, to further investment in projects that enable the construction or rehabilitation of core public infrastructure. The first 25 approved projects in the Direct Delivery stream account for a federal investment of \$369.5 million, and to date agreements have been reached with seven provinces and all three territories.

In addition, as part of the CHIF, the Department will help to address infrastructure gaps in rural, northern and Indigenous communities, which are particularly vulnerable to the impacts of degrading water systems. Investing in these systems will be critical in addressing the gaps experienced by these communities, including reliable clean drinking water, flood management, leakage controls, waste management and efficient management of resources.

The Department also continued to invest in Canada’s public transit systems, which included launching the Canada Public Transit Fund (CPTF) in July 2024. The CPTF will provide an average of \$3 billion per year in funding to support public transit systems and active transportation networks. The new program introduced measures to support long-term planning across metropolitan regions and includes the integration of housing and land-use conditions tied to accessing funding. The Department continued targeted engagement with all levels of government and stakeholders, including transit agencies, to ensure transit investments supported the achievement of Canada’s goals of increasing housing affordability and supply, stimulating economic growth, enhancing climate resilience, and reducing emissions.

The Department continued to provide expertise in developing innovative approaches to financing infrastructure and housing development, and leveraged public funds to attract private and institutional capital, particularly in supporting the Canada Infrastructure Bank (CIB) in the development of its Infrastructure for Housing Initiative and the alignment of this Initiative with the CHIF. Since the CIB’s creation in 2017, the collaborative work between the Department and the Bank has led to 94 investments across five priority sectors, focused on Public Transit, Trade and Transportation, Green Infrastructure, Broadband, and Clean Power. In 2024–25, the CIB committed \$2.8 billion to 21 new infrastructure projects, representing \$10.1 billion in total capital value.

The Department also continued to work closely with the private partner, Signature on the Saint Lawrence Group, and CDPQ Infra/REM Inc. to facilitate the operation of the Réseau express métropolitain light rail transit system within the Samuel De Champlain Bridge’s dedicated transit corridor. In particular, HICC facilitated the implementation of a dedicated bus lane service on the Bridge, set up as needed and at REM’s request, when light rail operations had to be interrupted.

#### Resources required to achieve results

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

Table 5 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	30,984,746	39,515,902
Full-time equivalents	276	303

[The Finances section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) and the [People section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

#### Program inventory

Public Infrastructure, Communities and Homelessness Investments are 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](#)
- [Quality of life impacts](#)
- [Progress on results](#)
- [Details on results](#)
- [Resources required to achieve results](#)
- [Program inventory](#)

#### Description

Housing, Infrastructure and Communities Canada oversees programs and projects as well as major bridges, Crown Corporations and alternative financing arrangements. While Crown Corporations

operate at arm’s length, the Department plays a secretariat role in supporting them. Across all programming, numerous monitoring activities are used to oversee projects and ensure they are delivered as expected for Canadians.

### Quality of life impacts

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

### Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility 3: Public Infrastructure and Communities Investment, Stewardship and Delivery

Table 6: Result 3.1: Investments are delivered with appropriate stewardship

Table 6 shows the target, the date to achieve the target and the actual result for each indicator under Result 3.1: Investments are delivered with appropriate stewardship in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Result
3.1.1: Percentage of projects completed in the fiscal year	85%	March 31, 2025	2022–23: Not available <sup>6</sup> 2023–24: 99.6% 2024–25: 85%
3.1.2: Percentage of claims paid in the fiscal year	90%	March 31, 2025	2022–23: Not available <sup>6</sup> 2023–24: 95.8% 2024–25: 96%
3.1.3: Percentage of Reaching Home Annual Results reports submitted in a timely fashion	80%	March 31, 2025	2022–23: 80% 2023–24: 75% 2024–25: 93%

The [Results section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

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

## Details on results

The following section describes the results for Public Infrastructure and Communities Investment, Stewardship and Delivery in 2024–25 compared with the planned results set out in Housing, Infrastructure and Communities Canada’s Departmental Plan for the year.

### **Result 3.1: Investments are delivered with appropriate stewardship**

The Department 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.

In 2024-25, the Department completed its required annual reporting under the Investing in Canada Plan alongside the 21 federal departments and agencies delivering programs contributing to its expected outcomes. The Department also advanced the development of program performance measurement strategies and created a common program reporting framework to prepare for the implementation of new infrastructure programming once additional funding is approved to ensure outcome-based reporting and horizontal consistency.

Funding provided by HICC is contingent upon the Government of Canada fulfilling both its constitutional duty to consult with Indigenous Peoples as well as federal environmental or impact assessment requirements. In 2024-25, HICC supported the Government in meeting its legal obligations by identifying Indigenous consultations and federal environmental statutory requirements for 79 projects where these would be required. In addition, HICC completed 160 Indigenous consultation obligations and 34 federal environmental statutory requirements.

HICC also continued to review claims and process payments in a timely manner 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.

As of March 31, 2024, 48 communities had implemented the initial requirements under Reaching Home: Canada’s Homelessness Strategy (under the 2019-2024 Directives) for Coordinated Access<sup>7</sup>. Twelve communities (two territorial capitals and 10 in British Columbia) that have not yet fully implemented Coordinated Access, continue to receive targeted training and technical assistance to support them to meet any outstanding requirements by March 2026. In British Columbia, the *BC Alignment Project* was launched with the Ministry of Housing and Municipal Affairs, BC Housing and BC Community Entities (CEs).

The updated Reaching Home Directives came into effect as of April 1, 2024. Communities have until March 31, 2026 to meet the new or modified requirements under the updated Directives, as well as maintain existing ones. Based on current data, it is expected that all communities will be able to meet the program’s updated minimum requirements for Coordinated Access by March 31, 2026.

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<sup>7</sup> Under Reaching Home, Coordinated Access is defined as a way for communities to bring consistency, equity and efficiency to the process by which people experiencing or at-risk of homelessness access services and housing-related resources within a geographic area.

The Department also continued to fulfill its responsibility for managing the federal relationship with and oversight of Waterfront Toronto, alongside the Province of Ontario and the City of Toronto. In 2024-25, HICC assumed the role of Chair of the Deputy Minister level Intergovernmental Steering Committee (IGSC), which provided strategic advice on matters involving planning, strategy, partnerships and governance. Under HICC’s leadership, the IGSC met regularly to receive updates on key initiatives such as the Port Lands Flood Protection project, and was able to help define the next phase of waterfront revitalization, using data and evidence related to the infrastructure needs of the target communities along Toronto’s waterfront.

The Department also provided ongoing stewardship, oversight and governance support of the Jacques Cartier and Champlain Bridges Incorporated (JCCBI), the Windsor Detroit Bridge Authority (WDBA) in the delivery of the Gordie Howe International Bridge (GHIB), and the P3 Project Agreement, to ensure the effective delivery, construction and effective transition to operations of the Samuel De Champlain Bridge Corridor Project.

As part of HICC’s role in providing governance support, in collaboration with the Privy Council Office, HICC ran Chair Selection processes and appointed new Chairpersons for the JCCBI, the CIB and the WDBA, as well as supported the appointment of new Directors on both JCCBI’s and CIB’s Boards.

As well, HICC provided secretariat support through established governance mechanisms to WDBA and JCCBI. In terms of support to WDBA, HICC fostered collaboration with key stakeholders including the International Authority, Michigan Department of Transportation, and border agencies. Regular governance meetings and information sharing helped to monitor progress and manage risks, ensuring that the GHIB project advanced smoothly. For JCCBI, support included securing appropriate authorities, ensuring effective oversight, and monitoring project progress in relation to the deconstruction of the original Champlain Bridge and the Bonaventure Expressway Reconfiguration Project. The deconstruction of the original Champlain Bridge has been successfully completed and the Bonaventure Expressway Reconfiguration Project is advancing on schedule.

HICC has also supported JCCBI on its management of the Québec Bridge file. A MOU between HICC and JCCBI was signed to provide a framework for the collaboration between the two entities on this specific file and joint engagement activities with Indigenous groups were also conducted.

**Resources required to achieve results**

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

Table 7 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	8,027,511,831	7,758,605,181
Full-time equivalents	321	353

[The Finances section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) and the [People section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

## 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 priorities

### Gender-based Analysis Plus

In 2024-25, HICC remained committed to a comprehensive and intersectional GBA Plus of its policies, programs and investments, in order to improve the quality of life for everyone in Canada. The Department continued to strengthen its institutional knowledge and application of GBA Plus, working toward inclusive outcomes and identifying systemic barriers that affect how people experience and access housing and public infrastructure in Canada.

To foster a strong GBA Plus culture, HICC continued to build capacity through its GBA Plus Advisory Community as well as through activities for the annual all-of-government GBA Plus Awareness Week. To further build capacity for GBA Plus, the Department added GBA Plus training to its list of mandatory training for new employees, and the GBA Plus Centre of Expertise organized a series of training sessions on applying GBA Plus in the context of infrastructure for employees.

HICC also convened its 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 Investing in Canada Infrastructure Program, the Disaster Mitigation and Adaptation Fund, the Natural Infrastructure Fund, the Smart Cities Challenge, the Green and Inclusive Community Buildings Program, and certain public transit funding programs. As of Spring 2025, more than 300 projects are reporting or are expected to report on CEB, representing total eligible costs of approximately \$30 billion.

Recognizing that chronic homelessness is shaped by intersecting identity factors and experiences, HICC provides targeted funding to urban, Indigenous, northern, rural, and remote communities to help them address local homelessness challenges. This aligns with the Department's broader commitment to fostering more inclusive programming and improving the quality of life for everyone in Canada.

**United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**  
In January 2025, Housing Infrastructure and Communities Canada updated its 2023 to 2027 Departmental Sustainable Development Strategy. This strategy sets out the departmental actions and initiatives that the Department is taking to support the Government of Canada's commitments made through the Federal Sustainable Development Strategy (FSDS). More specifically, Housing Infrastructure and Communities Canada contributes to six of the 17 FSDS sustainable development goals (SDGs), including SDG 6) Ensure Clean and Safe Water for All Canadians; SDG 9) Industry, Innovation and Infrastructure; SDG 10) Reduced Inequalities; SDG 11) Sustainable Cities and Communities; SDG 12) Responsible Consumption and Production; and, SDG 13) Climate Action.

Through the delivery of housing and homelessness programming, in collaboration with the Canada Mortgage and Housing Corporation, HICC is contributing to the resiliency and sustainability of communities, as well as helping individuals obtain and maintain affordable housing (SDGs 11).

The Department has implemented programs and initiatives to ensure that Canadians have access to clean and safe water (SDGs 6). Through program investments and funding delivery, the Department is improving water treatment and storage systems to establish long-term stability and support future improvements.

HICC's investments in green infrastructure play a critical role in addressing climate change impacts by building resilience and reducing greenhouse gas (GHG) emissions and pollution (SDGs 9). In addition, HICC seeks to increase the capacity for communities to reduce GHG emissions and mitigate the impacts of natural disasters and extreme weather events, resulting in strengthened climate resilience (SDGs 13).

HICC works with all orders of government, as well as Indigenous organizations and communities to effectively deliver all of our programs (SDGs 10). The Department is advancing reconciliation with Indigenous Peoples in Canada and taking action to reduce inequality by providing direct funding to projects led by and for Indigenous populations and communities.

Lastly, the Department invests in public transit and active transportation to connect Canadians. Additionally, HICC is strengthening its green procurement criteria by providing helpful guidance, tools, and training to public service employees (SDGs 12).

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

## Internal services

In this section

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

### Description

Internal services refer to the activities and resources that support a department in its work to meet its corporate obligations and deliver its programs. The 10 categories of internal services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management
- Financial Management
- Information Management
- Information Technology
- Real Property
- Materiel
- Acquisitions

### Progress on results

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

Over the past year, the Department further expanded its regional presence by opening a third cohabitation office in Vancouver. To support this growth, HICC collaborated with Public Services and Procurement Canada to secure additional office space in the National Capital Region and advanced plans to establish new regional offices in Edmonton (2025–26) and Toronto (2026–27). The Department also supported the transition to its new name and mandate—Housing, Infrastructure and Communities Canada—which included updates to departmental financial reporting. In parallel, HICC secured the necessary resources and authorities for both new and renewed programming and finalized the permanent transfer of housing policy responsibilities from the Canada Mortgage and Housing Corporation (CMHC), all while implementing Refocused Government Spending reductions.

To strengthen financial management, HICC introduced dashboard automation to improve reporting for financial officers and managers, and continued to provide dedicated financial advisory support to program managers responsible for Grants and Contributions. In support of more efficient project delivery, HICC enabled the Departmental Project Management Office and developed a new procurement planning framework. A revised Departmental Results Framework was also approved, positioning the Department to operate more efficiently and with a stronger focus on outcomes.

In 2024-25, HICC's Information Management and Information Technology Division launched the Grants & Contributions Information Systems project, with completion targeted for 2025-26. The Chief Data Office continued execution of the Data Strategy, improving data maturity and management and implementation of data hubs. In addition, Artificial Intelligence (AI) Governance and solutions were developed as a testament to the growth in data maturity.

HICC launched several key initiatives to enhance the employee experience and foster an inclusive, healthy workplace. These include improved onboarding processes, updated mandatory training, and the introduction of new learning activities. In support of HICC's evolving mandate, HR supported the organization in onboarding employees from CMHC. To ensure that accurate and timely pay also remained a priority, the Department: reduced its transfer backlog, while keeping up with new transfers; implemented new streamline pay processes; and enhanced service delivery through targeted employee consultations.

HICC’s Anti-Racism, Equity and Inclusion Secretariat advanced the equity, diversity and inclusion (EDI) landscape through focused and intentional engagement with employees. The Secretariat played a key role as an advisory body and liaison for employees and employee networks on EDI matters to EDI departmental Champions, further strengthening this role with the launch of an employee-led EDI committee. The Secretariat also continued to make progress on departmental commitments on EDI through education and awareness activities, including holding events to commemorate Public Service Pride Week, Black History Month, National Indigenous History Month and the National Day for Truth and Reconciliation. HICC also continued to work towards creating a barrier-free Canada by 2040; HICC’s Accessibility Hub centralized services and played a pivotal role in integrating accessibility considerations across the department’s programs.

HICC continued to keep Canadians informed about the benefits, progress and results of priority federal infrastructure and housing initiatives. The Department coordinated support for the launch of Canada’s Housing Plan and related housing initiatives like: Co-op Housing, Federal Public Lands, the Housing Design Catalogue, the Rental Protection Fund, and the Homebuyer’s and Renter’s Bill of Rights. Communications support was also provided to federal representatives through the delivery of speeches, Senate and committee appearance material, and to the Department by responding to media calls and public enquiries.

During 2024-25, HICC developed its 2025-30 Integrated Audit and Evaluation Plan, including a risk assessment exercise, based on key departmental priorities and risks. Audit and Evaluation activities focused heavily on advisory and consulting services, as well as providing timely coverage of emerging issues in areas such as programs, internal services, logic models and performance measurement strategies. These projects provided strategic insight for the development and implementation of policies and programs.

HICC continued to provide specialized support to the Minister and the Deputy Minister for parliamentary affairs and executive correspondence. To maximize efficiency and effectiveness in information-sharing and decision-making, HICC also conducted, finalized and implemented the results of a comprehensive review of its core Governance Committees structure. The Department has also continued to improve its access to information services for Canadians. This past year, the Department achieved a 100% compliance rate with regard to formal requests closed within legislated timelines.

**Resources required to achieve results**

Table 8: Resources required to achieve results for internal services this year  
 Table 8 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	69,232,259	88,997,772
Full-time equivalents	449	496

[The Finances section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase](#) and the [People section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase](#) provide complete financial and human resources information related to its program inventory.

### Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

### Housing, Infrastructure and Communities Canada results for 2024-25:

Table 9: Total value of contracts awarded to Indigenous businesses<sup>1</sup>

As shown in Table 9, Housing, Infrastructure and Communities Canada awarded 7.05% of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2024-25 Results
Total value of contracts awarded to Indigenous businesses <sup>2</sup> (A)	\$2,764,038.54
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	\$39,230,279.06
Value of exceptions approved by deputy head (C)	\$0
Proportion of contracts awarded to Indigenous businesses $[A / (B - C) \times 100]$	7.05%
<ul style="list-style-type: none"> <li>- <sup>1</sup>“Contract” is a binding agreement for the procurement of a good, service, or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than \$10,000.00.</li> <li>- <sup>2</sup>For the purposes of the minimum 5% target, the data in this table reflects how Indigenous Services Canada (ISC) defines “Indigenous business” as either: <ul style="list-style-type: none"> <li>o owned and operated by Elders, band and tribal councils</li> <li>o registered in the <a href="#">Indigenous Business Directory</a></li> <li>o registered on a modern treaty beneficiary business list.</li> </ul> </li> </ul>	

Housing, Infrastructure and Communities Canada, as a Phase 1 designated organization, has had an active role in advancing the Government of Canada’s commitment to awarding contracts to Indigenous businesses. Beginning in 2018-19, with an annual target that increased incrementally, reaching 5% in 2022-23, HICC has implemented strategies to support the Government’s procurement initiatives. By 2024-25, HICC had awarded 7.05% of its contracts to Indigenous businesses, meeting its target and reinforcing its commitment to this initiative. To achieve its target, the Department has implemented the following strategies:

- o HICC identifies source lists that include Indigenous firms and ensures all prequalified Indigenous bidders are invited to submit proposals when utilizing mandatory Standing Offers.
- o When Indigenous capacity exists beyond Mandatory Commodities, a Set-Aside under the Procurement Strategy for Indigenous Businesses is leveraged to fulfill requirements while ensuring best value.

- HICC continues to support Indigenous bidders by sharing Public Services and Procurement Canada guidance on qualifying for existing Supply Arrangements and Standing Offers.
- HICC actively engages with industry stakeholders through targeted trade shows designed for Indigenous businesses seeking to collaborate with the Government.

In its 2024–25 Departmental Plan, Housing, Infrastructure and Communities Canada estimated that it would award 5% of the total value of its contracts to Indigenous businesses by the end of 2024–25.

## 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 2022-23 to 2027-28.

#### Refocusing Government Spending

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

As part of meeting this commitment, Housing, Infrastructure and Communities Canada identified the following spending reductions.

- 2024-25: \$26,171,063
- 2025-26: \$69,029,402
- 2026-27: \$47,794,515
- 2027-28 and after: \$11,344,000

During 2024-25, Housing, Infrastructure and Communities Canada worked to realize these reductions through the following measures:

- **Transit Funding:** HICC applied a reduction of \$15.5 million to the Permanent Public Transit Program, given the flexibility on commitments to recipients for the year. There are no impacts to program outcomes as recipients can now apply for the Canada Public Transit Fund, which provides stable, long-term funding averaging \$3 billion annually towards public transit systems and active transportation networks across Canada.
- **Smart Cities Challenge:** HICC applied a reduction of \$2.9 million to the Smart Cities Challenge (SCC) by cancelling the call-out for the second round of projects. It was determined that cancelling the SCC would be cost-effective and enable key partners to refocus their efforts on other climate resilience priorities, as significant government investments are being made through other initiatives such as the National Adaptation Strategy and the Disaster Mitigation and Adaptation Fund.

- **Operating Budget Reductions:** HICC applied a reduction of \$7.8 million to its general operating, professional services and travel expenditures. These savings were achieved through a combination of rationalizing services, finding new cost-efficient delivery models, reducing service-level standards, leveraging a growing national footprint, and negotiating business arrangements where appropriate to make better use of partnerships with other government departments. These savings were achieved while maintaining services to Canadians.

### Budgetary performance summary

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

Table 10 shows the money that Housing, Infrastructure and Communities Canada spent in each of the past three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	77,481,180	91,538,230	<ul style="list-style-type: none"> <li>• 2022–23: 52,673,294</li> <li>• 2023–24: 68,096,685</li> <li>• 2024–25: 81,759,398</li> </ul>
2. Public Infrastructure, Communities and Homelessness Investments	30,984,746	39,515,902	<ul style="list-style-type: none"> <li>• 2022–23: 35,290,726</li> <li>• 2023–24: 40,731,961</li> <li>• 2024–25: 39,515,902</li> </ul>
3. Public Infrastructure and Communities Investment, Stewardship and Delivery	8,027,511,831	8,237,356,771	<ul style="list-style-type: none"> <li>• 2022–23: 6,673,924,850</li> <li>• 2023–24: 7,432,105,423</li> <li>• 2024–25: 7,758,605,181</li> </ul>
<b>Subtotal</b>	<b>8,135,977,757</b>	<b>8,368,410,903</b>	<ul style="list-style-type: none"> <li>• <b>2022–23: 6,761,888,870</b></li> <li>• <b>2023–24: 7,540,934,069</b></li> <li>• <b>2024–25: 7,879,880,481</b></li> </ul>
Internal services	69,232,259	89,610,713	<ul style="list-style-type: none"> <li>• 2022–23: 67,070,147</li> <li>• 2023–24: 78,791,090</li> <li>• 2024–25: 88,997,772</li> </ul>
<b>Total</b>	<b>8,205,210,016</b>	<b>8,458,021,616</b>	<ul style="list-style-type: none"> <li>• <b>2022-23: 6,828,959,017</b></li> <li>• <b>2023-24: 7,619,725,159</b></li> <li>• <b>2024-25: 7,968,878,253</b></li> </ul>

### Analysis of the past three years of spending

The increase in spending from 2023-24 to 2024-25 is primarily attributable to new funding in programs such as Reaching Home: Canada's Homelessness Strategy and ramp ups in the Green and Inclusive Community Buildings Program, the Investing in Canada Infrastructure Program, and the renamed Canada Public Transit Fund (formerly known as Permanent Public Transit Program).

The [Finances section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase](#) offers more financial information from previous years.

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

Table 11 shows Housing, Infrastructure and Communities Canada's planned spending for each of the next three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
1. Housing and Homelessness	910,608,663	998,528,308	1,136,200,138
2. Public Transit, Sustainable Infrastructure and Community Building	8,083,140,124	9,612,645,780	11,299,377,731
<b>Subtotal</b>	<b>8,993,748,787</b>	<b>10,611,174,088</b>	<b>12,435,577,869</b>
Internal services	90,584,008	88,864,594	88,009,984
<b>Total</b>	<b>9,084,332,795</b>	<b>10,700,038,682</b>	<b>12,523,587,853</b>

### Analysis of the next three years of spending

The increase in planned spending from 2025-26 to 2027-28 is primarily attributable to the continued ramp-up of the Investing in Canada Infrastructure Program, as well as new and renewed programs such as the Canada Housing Infrastructure Fund, Reaching Home: Canada's Homelessness Strategy, Green and Inclusive Community Buildings, and the Canada Public Transit Fund (formerly known as Permanent Public Transit Program).

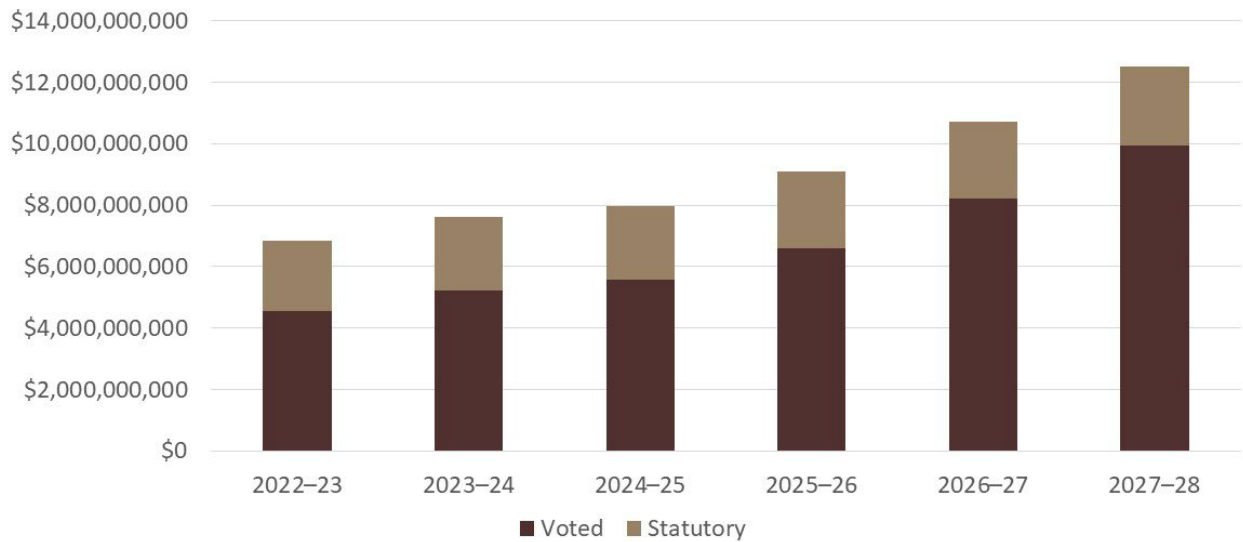
The [Finances section of the Infographic for Housing, Infrastructure and Communities Canada on GC Infobase](#) offers more detailed financial information related to future years.

### Funding

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

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

Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



Text version of graph 1

Graph 1 includes the following information in a bar graph:

Fiscal year	Statutory	Voted	Total
2022-23	2,287,521,772	4,541,437,245	6,828,959,017
2023-24	2,393,040,373	5,226,684,787	7,619,725,160
2024-25	2,394,198,269	5,574,679,984	7,968,878,253
2025-26	2,495,003,007	6,589,329,788	9,084,332,795
2026-27	2,495,030,668	8,205,008,014	10,700,038,682
2027-28	2,593,149,809	9,930,438,044	12,523,587,853

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

Fluctuations in statutory expenditures are mainly attributable to funding under the Canada Community-Building Fund increasing through the years based on census data applied to the program. Fluctuations in voted expenditures are primarily due to programs gaining momentum, such as the Canada Housing Infrastructure Fund, Reaching Home: Canada’s Homelessness Strategy, as well as the ramp-up of the Canada Public Transit Fund.

Consult the [Public Accounts of Canada](#) for further information on Housing, Infrastructure and Communities Canada's departmental voted and statutory expenditures.

### Financial statement highlights

Housing, Infrastructure and Communities Canada's [Financial Statements \(Unaudited\) for the Year Ended March 31, 2025](#).

Table 12: Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2025 (dollars)

Table 12 summarizes the expenses and revenues for 2024–25 which net to the cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2024–25 planned results	Difference (actual results minus planned)
Total expenses	8,008,536,618	8,238,658,000	(230,121,382)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	8,008,536,618	8,238,658,000	(230,121,382)

Analysis of expenses and revenues for 2024-25

The net cost of operation before government funding and transfers was \$8.0 billion, a decrease of \$230 million over the expected planned results. The variance between actual and planned spending in 2024-25 is mainly attributable to lapsed funding in Housing, Infrastructure and Communities Canada Grants and Contributions Vote 10 Authorities.

The 2024–25 planned results information is provided in Housing, Infrastructure and Communities Canada's [Future-Oriented Statement of Operations and Notes 2024–25](#).

Table 13: Condensed Statement of Operations (unaudited or audited) for 2023-24 and 2024-25 (dollars)

Table 13 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2023–24 actual results	Difference (2024-25 minus 2023-24)
Total expenses	8,008,536,618	7,637,303,655	371,232,963
Total revenues	0	0	0
Net cost of operations before government funding and transfers	8,008,536,618	7,637,303,655	371,232,963

Analysis of differences in expenses and revenues between 2023-24 and 2024-25

Although Vote 10 spending has increased in 2024-25, some funding has lapsed and HICC intends to reprofile funds to a future fiscal year(s) to ensure that it remains available to the ultimate recipients for approved projects. HICC moves funding to future years via the Estimates process, which is approved through Parliament.

Table 14: Condensed Statement of Financial Position (unaudited or audited) as at March 31, 2025 (dollars)

Table 14 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2024-25)	Previous fiscal year (2023-24)	Difference (2024-25 minus 2023-24)
Total net liabilities	3,227,285,458	2,661,529,952	565,755,506
Total net financial assets	2,461,754,908	1,890,259,936	571,494,972
Departmental net debt	765,530,550	771,270,017	(5,739,467)
Total non-financial assets	2,543,765,956	2,587,289,200	(43,523,244)
Departmental net financial position	1,778,235,407	1,816,019,183	(37,783,776)

Analysis of department's liabilities and assets since last fiscal year

The Departmental net financial position was \$1.8 billion, which is similar to 2023-24 with a small decrease of \$37.8 million between the two fiscal years attributable to assets being amortized over their useful life.

## Human resources

This section presents an overview of the department's actual and planned human resources from 2022-23 to 2027-28.

Table 15: Actual human resources for core responsibilities and internal services

Table 15 shows a summary in full-time equivalents of human resources 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	2022-23 actual full-time equivalents	2023-24 actual full-time equivalents	2024-25 actual full-time equivalents
1. Public Infrastructure, Communities, Affordable Housing and Homelessness Policy	306	399	447
2. Public Infrastructure, Communities and Homelessness Investments	226	317	303

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents
3. Public Infrastructure and Communities Investment, Stewardship and Delivery	331	365	353
<b>Subtotal</b>	<b>863</b>	<b>1,081</b>	<b>1,103</b>
Internal services	412	486	496
<b>Total</b>	<b>1,275</b>	<b>1,567</b>	<b>1,599</b>

### Analysis of human resources for the last three years

The increase in usage of Full-Time Equivalents from 2022-23 to 2024-25 is primarily attributable to the Department increasing capacity to help deliver on new and increased programming such as the Veteran Homelessness Program and the Supporting Climate Resilient Infrastructure Initiative, as well as the finalization of the Homelessness portfolio transfer from Employment and Social Development Canada.

The department continues to increase capacity in 2024-25 to deliver on new and renewed programs announced in Budget 2024, such as the Canada Housing Infrastructure Fund and Reaching Home: Canada’s Homelessness Strategy. The Department is also completing the transfer of Housing Policy resources from the Canada Mortgage and Housing Corporation.

### Table 16: Human resources planning summary for core responsibilities and internal services

Table 16 shows the planned full-time equivalents for each of Housing, Infrastructure and Communities Canada’s core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

Core responsibilities and internal services	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents
1. Housing and Homelessness	486	469	459
2. Public Transit, Sustainable Infrastructure and Community Building	848	826	807
<b>Subtotal</b>	<b>1,334</b>	<b>1,295</b>	<b>1,266</b>
Internal services	463	460	456
<b>Total</b>	<b>1,797</b>	<b>1,755</b>	<b>1,722</b>

## Analysis of human resources for the next three years

The overall planned Full-Time Equivalent from 2025-26 to 2027-28 is decreasing slightly due to funding for some existing programs beginning to wind down. Meanwhile, the Department is ensuring that capacity is properly aligned to deliver on new and renewed programming announced in Budget 2024, such as the Canada Housing Infrastructure Fund and Reaching Home: Canada's Homelessness Strategy.

## Supplementary information tables

The following supplementary information tables are available on Housing, Infrastructure and Communities Canada's website:

- [Details on transfer payment programs](#)
- [Gender-based Analysis Plus](#)
- [Horizontal initiatives](#)
- [Response to Parliamentary committees and external audits](#)

## 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.

## Corporate information

### Departmental profile

Appropriate minister: The Honourable Gregor Robertson, P.C., M.P., Minister of Housing and Infrastructure and Minister responsible for Pacific Economic Development Canada

Institutional head: Paul Halucha

### 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 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](#)
- [National Housing Strategy 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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Email: [info@infc.gc.ca](mailto:info@infc.gc.ca)

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

## 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 of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

### **Departmental Plan** (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament in spring.

### **departmental priority** (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

### **departmental result** (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

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

A quantitative or qualitative measure that assesses progress toward 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 outlining a department's accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **Full-time equivalent** (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

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

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus goes beyond biological (sex) and sociocultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

**government priorities (priorités pangouvernementales)**

For the purpose of the 2024–25 Departmental Results Report, government priorities are the high-level themes outlining the government’s agenda as announced in the [2021 Speech from the Throne](#).

**horizontal initiative (initiative horizontale)**

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

**Indigenous business (entreprise autochtone)**

For the purposes of a Departmental Result Report, this includes any entity that meets the Indigenous Services Canada’s criteria of being owned and operated by Elders, band and tribal councils, registered in the [Indigenous Business Directory](#) or registered on a modern treaty beneficiary business list.

**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 measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

**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 the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

**program** (programme)

An Individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

**program inventory** (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

**result** (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

**statutory expenditures** (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

**target** (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

**voted expenditures** (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.