



Infrastructure

Midterm Review

May 2024



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Introduction

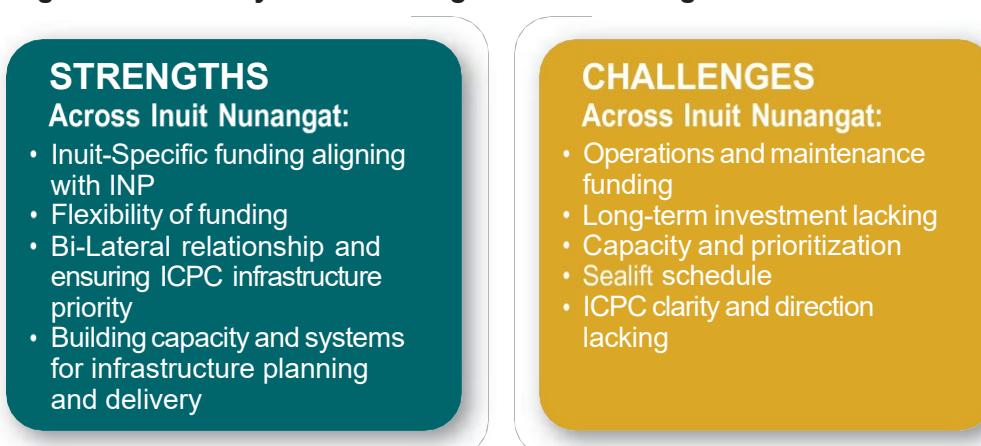
The following Infrastructure Midterm Review ("the Review") discusses the experiences of the four Inuit Land Claim Organizations (LCOs) in accessing the Indigenous Community Infrastructure Fund (ICIF). The Review was prepared at the request of the ITK Board of Directors in September 2023 and is intended to be an internal exercise that serves a dual purpose: 1) to review spending allocations of ICIF and how they are being utilized across Inuit Nunangat, and 2) as an internal alignment tool to unify Inuit LCOs in advocating for infrastructure needs to the federal government. LCOs have successfully drawn down ICIF funding to implement dozens of projects that are appended to this document (Appendix I) which can be found in a separate document attachment. For regionally specific information on the application and governance processes in administering the ICIF funding please reference Appendix 3 and Appendix 4. The discussion and recommendations included in this Review are intended to be internal facing but also have the potential to serve as tool to support both Land Claims Organizations as well as federal officials in improving ICIF. It can be utilized by both LCOs and the federal government to inform the development of other federal infrastructure programs, policies, and initiatives if there are advocacy benefits to this.

Closing the infrastructure gap between Inuit Nunangat and other regions of Canada is pivotal for creating prosperity in the region. Infrastructure deficits in Inuit Nunangat drive many of the social and economic inequities experienced by Inuit. The 51 Inuit communities in Inuit Nunangat struggle with infrastructure deficits in all sectors, including in the areas of telecommunications infrastructure, transportation infrastructure, and social infrastructure such as schools, hospitals, and shelters for vulnerable populations.

ICIF is an important first step toward closing the profound infrastructure gap between Inuit Nunangat and other regions of Canada. While ICIF has been viewed as an excellent resource offering flexibility and low administrative work, its overall structure for infrastructure funding does not adequately meet the needs of Inuit. Administering an incremental funding strategy, without the security of long-term investment, creates challenges in project selection and capacity development. LCOs need a commitment from the federal government to renew and/or extend ICIF in order to prevent damage or delay to important multi-year infrastructure projects advanced through ICIF funds.

This Review discusses the strengths and challenges LCOs are experiencing in applying ICIF to meet infrastructure goals. It also shares lessons learned and recommendations that should guide efforts by the federal government to improve this and future infrastructure programs, policies and initiatives.

Figure 1. Summary of ICIF Strengths and Challenges





Background and Current Status

The federal government has committed to closing the infrastructure gap between Indigenous communities and other parts of Canada by 2030. The department of Indigenous Services Canada has been mandated to achieve this objective with the Minister of Crown- Indigenous Relations, the Minister of Northern Affairs, the Minister of Minister of Housing, Infrastructure, and Communities.

Budget 2021 announced \$4.3 billion over four years for the ICIF to support immediate infrastructure needs in First Nations, Inuit and Métis communities starting in 2021-22. ICIF is a distinctions-based grant administered by Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC). LCOs secured \$517.8 million (approximately 12%) from this total allocation for infrastructure projects in Inuit Nunangat. It is the understanding of LCOs that, because ICIF funding is grant-based, the federal government will not claw back unspent funds.

In 2022, ITK and LCOs undertook an assessment of infrastructure projects across all regions that, if carried out, would make a substantial impact on the infrastructure gap. The total cost estimate for 115 projects was \$75.1 billion over 35 years (\$55.3B in upfront costs over 10 years and \$793.7M in annual operations and maintenance thereafter). While ICIF is an important first step, \$517.8 million over four years is not enough to make a significant dent into Inuit Nunangat's infrastructure gap. LCOs will therefore continue pursuing additional, sustainable funding for infrastructure that includes funding for capital as well as operations and maintenance activities.

As of April 2024, out of the \$517.8 million distributed to regions using the Board approved General Regional Funding Formula, **the current amount spent or committed by regions is \$385,103,621**. This is more than half of the funds spent or committed with an additional year of the program funding cycle to go. Please refer to Appendix 1 for regionally specific breakdowns of spending.

The 2024 Budget announced \$918M over five years beginning in 2024-25 in distinction-based funding for Indigenous Housing and Community Infrastructure investments to accelerate work in narrowing the housing and infrastructure gaps. Inuit received \$370M of this investment and believe funding is flexible to address Inuit needs. Ongoing communication is occurring with Federal partners to better understand the parameters of this funding, including how it may interact with the ICIF projects (i.e., supplementary funds, filling the gap of O&M funding, etc.).

1. Strengths of the current approach

LCOs are successfully planning and delivering infrastructure projects using ICIF funding while navigating challenging timelines and logistical hurdles caused by both living in the North and by the program.

ICIF is administered by the federal government in a manner that aligns with the Inuit Nunangat Policy and respects and supports Inuit self-determination, and this approach enhances the efficiency and impact of the grant. Flexibility in the administration of ICIF funds coupled with the relatively low administrative burden placed on LCOs when accessing funds have been critical to their ability to successfully implement projects. While there is room for improvement, the Inuit-Crown Partnership Committee (ICPC) continues to provide a key role for LCOs and federal officials to discuss and identify general infrastructure needs and solutions.

1.1 Inuit-specific funding aligned with the Inuit Nunangat Policy

The Inuit Nunangat Policy defines Inuit as members of the four LCOs and commits the federal government to supporting Inuit self-determination. **Distinctions-based budget announcements such as ICIF are pivotal for establishing clear expectations for Inuit and federal departments that funding will be allocated directly to Inuit governance.** This approach contrasts with pan-Indigenous announcements that create confusion and uncertainty regarding Inuit allocations and can cause delays in the disbursement of funds as departments must determine whether LCOs are eligible for funding and how much funding should be allocated.

1.2 Respecting Inuit self-determination with flexible funding

ICIF's flexible funding arrangements have been pivotal for ensuring that LCOs are able to benefit from the initiative. **Flexible funding arrangements respect and support Inuit self-determination by recognizing that LCOs are best positioned to manage funding.** This flexibility, coupled with simple agreements and minimal management and administrative requirements, helps ensure that funding is accessible to LCOs and having its intended impact. Flexibility also recognizes the unique situation of Inuit, including the distinct supply chains, environmental factors, and logistical challenges that characterize infrastructure development in Inuit Nunangat and the need for partners to adjust and plan for disruptions. This approach therefore marks a welcomed, positive and substantial shift towards empowering Inuit.

1.3 Improved Inuit-Crown engagement

The Inuit-Crown Partnership Committee (ICPC) is pivotal for facilitating sustained engagement between LCOs and the Crown on infrastructure challenges and solutions. The ICPC Infrastructure working group enables cross-departmental coordination on Inuit infrastructure priorities as well as in-depth discussions on infrastructure challenges and opportunities that have helped improve knowledge among federal officials about best practices for administering infrastructure initiatives in Inuit Nunangat. **ICPC has been particularly useful for improving knowledge across the federal system about the linkages between infrastructure and a variety of other federal initiatives, including in areas such as sovereignty and defense, and Inuit rights.** ITK working group co-leads are working closely with ICPC federal partners to develop stronger coordinated requests at the ICPC table ensuring federal senior officials and leaders are well prepared on the issues and requests prior to meeting and coming in with potential solutions applying a whole-of-government approach.

1.4 Opportunity to build capacity and systems for infrastructure

The opportunity for Inuit to build capacity and systems for infrastructure planning and delivery are being established through the administration of ICIF. For example, in the process of allocating ICIF funding, Nunavut Inuit organizations have created new governance mechanisms to coordinate infrastructure in Nunavut, which have increased their capacity to plan and deliver infrastructure and build up a bigger slate of viable shovel-ready projects. **New capacity and processes can be further leveraged if there is stable and predictable distinctions-based funding moving forward.**



2. Common challenges

Land Claim Organization experience challenges in utilizing ICIF that have also characterized previous federal infrastructure investments. The short-term nature of the initiative coupled with the lack of dedicated operations and maintenance (O&M) funding creates uncertainty among LCOs about their ability to operate and maintain new builds, which limits the application of funding to specific types of projects. In the absence of dedicated, long-term funding, LCOs must weigh the need to address urgent infrastructure needs against their ability to secure the resources needed for O&M. The short-term funding cycles do not work in congruence with the additional challenges that are faced when building in Inuit Nunangat which include the limited construction season in Inuit Nunangat, logistical difficulties caused by shipping constraints, and labour and housing shortages that can impede the effective delivery of infrastructure projects.

2.1 Lack of long-term investment

The pressure under ICIF to quickly allocate short-term funding often leads to LCOs prioritizing projects that are ready over those that are most needed. LCOs are reluctant to pursue projects that may be contingent on long-term funding, including for capacity and O&M. This issue is compounded by the short duration of the initiative and uncertainty about whether the initiative will be renewed. Considering the late allocation of the Inuit portion of the ICIF, inflation — exacerbated by COVID-19 related delays and rising building material costs — add to the financial strain. Additionally, federal partners have signaled that there will be a reduced amount of funding available for infrastructure in the next budgeting cycle but have not provided insight on alternative funding streams to address infrastructure needs.

2.2 Lack of dedicated operations and maintenance funding

The absence of ongoing O&M funding significantly hampers the long-term success of infrastructure development. **Without dedicated resources for upkeep and improvements, infrastructure deteriorates rapidly, particularly in Inuit Nunangat, reducing its effectiveness and lifespan.** The absence of O&M funding past the duration of ICIF leads to increased long-term costs and can undermine the initial investment, as the lack of O&M support results in facilities that are unable to meet community needs over time. Consequently, the sustainability and functionality of infrastructure projects are severely compromised, impacting the overall development and well-being of the community.

2.3 Limited capacity

Since ICIF was the first funding mechanism of its kind, LCOs had to spend a substantial amount of time building new processes to decide how to prioritize infrastructure needs and plan new builds. These steps can be time-intensive and require the expertise of new personnel that must be hired. This is compounded by the need to establish new governance mechanisms that can adequately handle these complex projects. **The federal government's focus on 'shovel-ready' projects therefore overlooks the need for capacity building and establishing robust governance mechanisms for long-term infrastructure development.**

LCOs can experience difficulty in spending the allocated funds, citing the lack of long-term investment and the absence of established systems and structures necessary for efficient infrastructure development processes.

2.4 Sealift Schedule

The timing of fund disbursement for ICIF in January 2022 significantly impacted the construction schedule due to missed sealift deadlines. The delay in a distinctions-based allocation meant the delay in the delivery of funds, which directly resulted in Inuit missing the Year 1 sealift season. This delay was caused in part by the fact that Inuit-specific funding was not already budgeted into the announcement and needed to be determined by federal officials. The late start meant that ordering supplies in time for the sealift was unfeasible, creating additional setbacks in the execution of infrastructure projects. Detailed timelines and implications of these sealift schedules are outlined in Appendix 2.

2.5 Working Group ICPC challenges

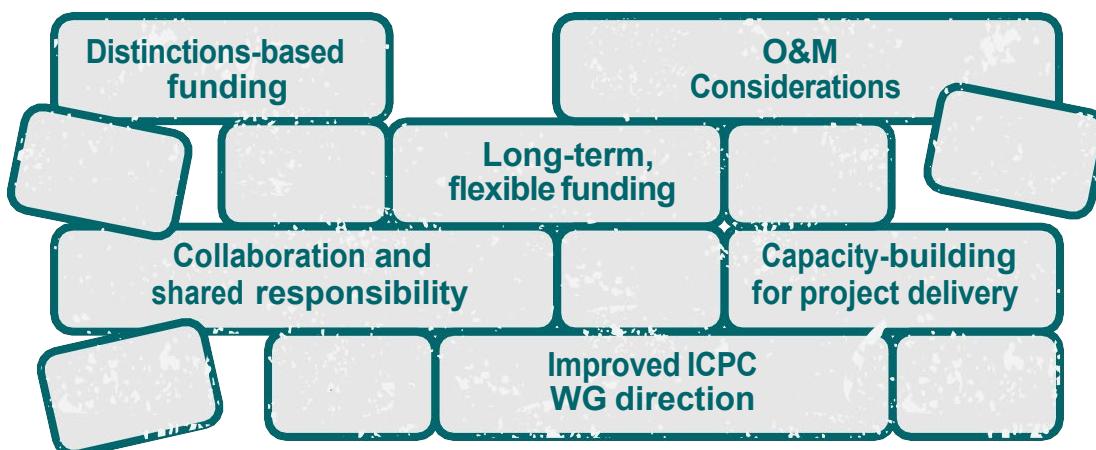
Irregular meetings of the full ICPC infrastructure working group have created coordination challenges. Additionally, there has been a noticeable lack of federal response to the Budget 2023 proposals. Additionally, Infrastructure Canada wanted to vacate its co-chair title in the middle of the ICIF implementation window. **These factors collectively contribute to a lack of clarity and direction in advancing infrastructure projects, impacting their timely and effective implementation.**



3. Lessons Learned

The experiences of LCOs in accessing ICIF are instructive for improving the initiative during the remainder of the current funding allocation, as well as for informing the development of future infrastructure programs, policies and initiatives. The following recommendations are intended to improve ICIF during the remainder of the initiative as well as to inform the development of more effective infrastructure programs, policies and initiatives:

Figure 2. Moving Forward



3.1 Inuit-specific allocations in Budget announcements:

Inuit-specific funding amounts need to be included in Budget announcements. The lack of an Inuit-specific carve out in the announcement created significant delays in the disbursement of funds.

3.2 Funding for operations and maintenance:

O&M funding is crucial for sustaining infrastructure, particularly in an Arctic climate, and is an investment in the long-term resilience and well-being of communities, ensuring that infrastructure not only exists but can be adapted over time. Funding for O&M must be considered when the federal government is determining infrastructure allocations for Inuit Nunangat.

3.3 Long-term and continued flexible funding:

In order to close the infrastructure gap between Inuit Nunangat and other regions of Canada, the ICIF must extend beyond the current four-year timeframe. Long-term funding commitments are necessary to bridge the substantial infrastructure gap, create predictability, and provide support for capacity development. ICIF, with its one-time allocation of \$517 million, is unlikely to significantly narrow the infrastructure gap between Inuit Nunangat and the rest of Canada. This is extremely concerning. The original commitment of the ICIF funding window to 2025 represents a positive development; however, additional new funding for ICIF has not been announced.

3.4 Importance of a collaborative approach respecting the INP and self-determination

There's a pressing need for a more balanced collaborative approach, particularly involving the federal government. In order to promote a whole-of-government approach to achieving shared infrastructure objectives, federal departments should commit to implementing the Inuit Nunangat Policy with respect to existing and future infrastructure funding programs. Inuit-specific carve-outs from infrastructure programs across government departments should be administered using the ICIF funding authorities. Additionally, Federal partners should address funding challenges with suggested solutions, for example by offering information on how the design and implementation of funding programs can better support Inuit. Sharing resources, knowledge, and best practices among Inuit organizations can surmount barriers and enhance the efficiency of project implementation.

3.5 The ICPC infrastructure working group can be better utilized to advance ICIF and broader infrastructure priorities

Consistent participation by both federal officials and Land Claims Organizations is required to ensure that the working group is being utilized to advance focused infrastructure priorities, including the solutions identified in this Review.



Appendices

APPENDIX I: Current Inuit Treaty Organization ICIF projects

Regional Implementation and Governance Highlights						
Makivvik						
Community	Project Name/Type	Proponent	Implementation Phase	Partners	Total Project Cost	ICIF funds allocated
Akulivik	Sportsplex	LHC	Construction Phase		\$8.9M	\$8,910,563
Aupaluk	Multi-use Center	LHC	Construction Phase	NYHA	\$9.4M	\$9,000,000
Inukjuak	Skate Park	LHC	Complete	NRBHSS, KI, SIRVIK	\$0.5M	\$400,000
	Arena Upgrade/Reno	NV	Preliminary Phase	NV	\$9.7M	\$8,500,000
Ivujivik	Carpentry and Repair Shop	LHC	Complete		\$2.5M	\$2,500,000
	Community Centre	NV	Preliminary Phase		\$0.5M	\$75,000
	Renovations					
	LHC Office Complex	LHC	Construction Phase	Nuvummi, KRG	\$4.0M	\$3,200,000
Kangiqsualujjuaq	Arena Renovations	NV	Construction Phase	KRG	\$0.23M	\$230,643
	Community Centre Renovations	NV	Preliminary Phase		\$4.5M	\$3,200,000
	FM Station	NV	Complete		\$0.5M	\$500,000
	VHF Towers	NV	Complete		\$0.5M	\$500,000
	Skidoo Shop	LHC	Preliminary Phase		\$1.0M	\$1,000,000
	Youth House	NYHA	Preliminary Phase		\$5.0M	\$1,000,000
Kangiqsujuaq	Heavy Equipment	LHC	Complete		\$1.9M	\$1,975,134
	Youth Center	LHC	Construction Phase	NYHA	\$6.0M	\$5,575,000
	Heavy Equipment	LHC	Complete		\$0.7M	\$720,531
	Qajartalik World Heritage Site	LHC	Preliminary Phase		\$0.4M	\$238,875
Kangirsuk	LHC Office Complex	LHC	Construction Phase	Saputik, KRG	\$11.0M	\$4,750,000
	Community Centre	NV	Preliminary Phase	KRG	\$8.1M	\$814,333
	Renovations					
	Playground	NV	Complete		\$0.1M	\$100,000
	Swimming Pool	NV	Complete		\$0.12M	\$120,000
	Community Hall Extension	LHC	Preliminary Phase		\$1.2M	\$1,200,000
Kuujjuaq	Youth Center	LHC	Preliminary Phase	NYHA	\$5.0M	\$6,802,695
	Heavy equipment	LHC	Complete		\$1.2M	\$1,041,000
	Heavy equipment	LHC	Complete		\$1.2M	\$1,185,000
Kuujjuaraapik	Arena	LHC	Preliminary Phase	KRG, NV	\$6.2M	\$9,028,000
Puvirnituq	Youth Center	Makivvik	Preliminary Phase	NYHA	\$6.0M	\$2,400,000
	Cultural Center	NV	Preliminary Phase	NV	\$6.2M	\$6,200,000
Quaqtaq	Tuvaaluk Lodging Complex	LHC	Complete	Tuvaaluk	\$14.0M	\$2,000,000
	Canoe and Repair Shop	LHC	Preliminary Phase		\$2.5M	\$2,500,000
	Boat Shelter	LHC	Preliminary Phase		\$1.5M	\$1,500,000
Salluit	Iqitsivik Family House	Iqitsivik (Non-For Profit)	Preliminary Phase	NRBHSS	\$3.3M	\$2,585,000
	Community Center Renovations	NV	Preliminary Phase		\$0.3M	\$300,000
	Sewing Center	NV	Preliminary Phase		\$0.2M	\$200,000
	Arena-Preliminary Inspection	NV	Preliminary Phase		\$0.1M	\$100,000
	Heavy Equipment for trails	LHC	Complete		\$3.7M	\$3,326,666
Tasiujaq	Sportsplex	LHC	Construction Phase		\$8.9M	\$8,910,563
Umiujaq	Sportsplex	LHC	Construction Phase		\$8.9M	\$8,910,563
Chisasibi	LHC Office Complex	LHC	Preliminary Phase	Sanarrutik	\$5.0M	\$2,800,000
Total of funds (committed by ICIF Program):						\$114,300,000

Nunavut Tunngavik Incorporated (NTI) (as of March 31, 2024)

Population	Entity	Per Capita %	Base Funding	Per Capita \$	Total	% of funding
—	NTI	0.00%	\$ 75,000,000	\$ -	\$ 75,000,000	30%
17,437	QIA	50.87%	\$ 17,500,000	\$ 62,311,333	\$ 79,811,333	32%
10,040	KIVIA	29.29%	\$ 17,500,000	\$ 35,878,063	\$ 53,378,063	21%
6,803	KITIA	19.85%	\$ 17,500,000	\$ 24,310,604	\$ 41,810,604	17%
TOTAL			\$ 127,500,000	\$ 122,500,000	\$ 250,000,000	100%

Project Name	Project Type	Location	Implementation Phase	Partners	ICIF funds allocated	Total Cost
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Qikiqtaaluk

Sanikiluaq Renewable Wind project (Energy)	Sanikiluaq Construction Energy Project		NRCAN	\$7,000,000	\$15,000,000	
Microgrid Project	Energy	Iqaluit	Construction	Qikiqtaaluk Corporation	\$2,800,000	\$7,000,000
Iqaluit Inuit-owned land development	Development	Iqaluit infrastructure	Construction	Qikiqtaaluk Corporation	\$12,000,000	TBC
Pond Inlet Research and Training Centre	Education	Mittimatalik (Pond Inlet)	Planning and construction in 2024	Baffinland Mary River IIBA Tallurutiup Imanga IIBA Nunavut Arctic College University of Laval	\$10,000,000	\$30,000,000
Iglulik Multi-Use Facility	Community, Culture and Recreation	Iglulik	Planning	Qikiqtaaluk Inuit Association	\$15,000,000	\$15,000,000
Qikiqtani Daycares (3)	Community, Culture and Recreation	TBD	Planning	Qikiqtaaluk Inuit Association	\$15,000,000	\$30,000,000

Kivalliq

Kivalliq Hydro Fibre Link	Power, broadband infrastructure	Rankin Inlet, Whale Cove, Chesterfield Inlet, Baker Lake, Arviat	Planning	Nukik CIB	\$22,000,000	\$3,000,000,000
Sakku modular home factory (SIBS)	Housing / Development infrastructure	Arviat	Construction	Sakku RG Solutions Private sector funding and ICIF	\$10,000,000	\$60,000,000
Solar project – Salliq	Energy	Salliq	Pre-construction	The Project will be developed, built, owned, and operated by Kivalliq Alternative Energy Ltd. (KAE), a joint venture between Sakku Investments Corporation (SIC) and Northern Energy Capital (NEC). LECF	\$5,000,000	\$18,470,000
Solar Project – Naujaat	Energy	Naujaat	Pre-construction	The Project will be developed, built, owned, and operated by Kivalliq Alternative Energy Ltd. (KAE), a joint venture between Sakku Investments Corporation (SIC) and Northern Energy Capital (NEC). LECF	\$5,000,000	\$18,240,000



Nunavut Tunngavik Incorporated (NTI) (as of March 31, 2024)						
Project Name	Project Type	Location	Implementation Phase	Partners	ICIF funds allocated	Total Cost
Kitikmeot						
Multiuse Building	Culture and heritage, Kugluktuk education		Construction	Kitikmeot Inuit Association	\$2,000,000	\$4,000,000
Heritage Centre Expansion	Culture and heritage	Gjoa Haven	Spring/Summer 2024 Construction	Kitikmeot Inuit Association	\$2,000,000	(\$2,000,000 shortfall)
Solar Storage	Energy	Cambridge Bay	Conceptual/ feasibility	Kitikmeot Corporation	\$2,000,000	\$5,000,000
Solid Waste Incinerator	Solid waste	Kitikmeot	Conceptual/ feasibility	Kitikmeot Corporation	\$5,000,000	\$10,000,000
Nunavut at large						
Illisavik Community Centre	Culture and heritage	Clyde River	Feasibility	N/A	\$4,500,000	\$50,000,000
Qikiqtaaluk Corporation (QC)	Ports and harbour Fisheries and UAV	Qikiqtaaluk	Feasibility		\$3,500,000	\$12-15 Million
Nunavut Heritage Centre	Culture and heritage	Iqaluit	Planning		\$5,200,000	\$120,000,000
Community Drone Mapping Project	Development infrastructure	Across Nunavut	Planning	N/A	\$1,400,000	\$1,400,000
Long-term care facilities	Long-term care	Arviat, Igloolik, Gjoa Haven	Planning	Government of Nunavut	\$15,000,000	\$50,000,000
Laboratory and Research Capacity with the Regional Training Centre	Education	Pond Inlet	Planning	Qikiqtani Inuit Association, Nunavut Arctic College	\$4,000,000	\$30,000,000
Infrastructure needs assessment	Development infrastructure	Across Nunavut	Conceptual/ feasibility	N/A	\$1,000,000	\$1,000,000
Total surplus of funds (total amount of funding — total cost of projects):						\$115,600,000

Inuvialuit Regional Corporation (IRC)			
Community	Type of Project	Description	Status
Aklavik	Transportation	Small craft harbours and community docks	Estimate received
	Transportation	Rock crusher	
	Childcare	Licensed childcare centres / AHS	Architectural drawing complete
	Community	Community office upgrades and multi-use space (Moms and Tots, prenatal, etc.)	Architectural drawing complete
	Community	Upgrade to B&B to support transitional workers	Architectural drawing complete
Inuvik	Community	Reindeer infrastructure	
	Community	Inuvik second office tower	
	Transportation	Rock crusher	
	Childcare	Licensed childcare centres / AHS	
	Community	Records management facility	
Paulatuk	Transportation	Rock crusher	
	Childcare	Licensed childcare centres / AHS	Architectural drawing complete
	Community	Community office upgrades and multi-use space (Moms and Tots, prenatal, etc.)	Architectural drawing complete
Sachs Harbour	Transportation	Rock crusher	
	Childcare	Licensed childcare centres / AHS	
	Community	Community office upgrades and multi-use space (Mom and Tots, prenatal, etc.)	Architectural drawing complete
	Community	Upgrade to B&B to support transitional workers	
Tuktoyaktuk	Community	Reindeer infrastructure	
	Community	Playgrounds	
	Transportation	Small craft harbours and community docks	
	Transportation	Rock crusher	
	Childcare	Licensed childcare centres / AHS	
	Community	Community office and hotel building	In combination with Arts Centre — preliminary work underway
Ulukhaktok	Community	Reindeer infrastructure	
	Community	Playgrounds	
	Transportation	Small craft harbours and community docks	Estimate received
	Transportation	Rock crusher	
	Childcare	Licensed childcare centres / AHS	Architectural drawing complete
	Community	Community office upgrades and multi-use space (Moms and Tots, prenatal, etc.)	Architectural drawing complete
	Community	Ulukhaktok Tourism Centre upgrade	



Inuvialuit Regional Corporation (IRC)

Schedule of Funding and Expenditures for Infrastructure Projects

As of October 31, 2023

	Actual 2021-22	Actual 2022-23	Forecast 2023-24	Plan 2024-25	Total
Project Funding					
Indigenous Community Infrastructure Fund	12,787,999	19,346,815	26,278,528	9,038,381	67,451,723
Funding Carry Forward	–	12,787,999	31,859,814	51,161,790	
	12,787,999	32,134,814	58,138,342	60,200,171	67,451,723
Project Costs Incurred					
Community Docks	–	–	300,000	1,250,000	1,550,000
Rock Crusher	–	–	6,000,000	6,000,000	12,000,000
Community Offices	–	–	42,320	41,157,680	41,200,000
Childcare Facilities	–	–	–	3,000,000	3,000,000
Playgrounds	–	–	–	300,000	300,000
Reindeer Infrastructure	–	250,000	–	1,125,000	1,375,000
	–	250,000	6,342,320	52,832,680	59,425,000
Operating Surplus / (Deficit)	12,787,999	31,884,814	51,796,022	7,367,491	8,026,723
Admin Costs	–	25,000	634,232	5,283,268	5,942,500
Funding Carry Forward	12,787,999	31,859,814	51,161,022	2,084,223	2,084,223

Nunatsiavut

Year 1 (2022)	Value	Spent	Phase	Actions/Tasks	Partner	Notes
1 Upgrading Broadband Services	\$3,000,000	\$3,000,000	Funds Commuted	Gov NL		
2 Comprehensive 20-year Strategic Infrastructure Master Plan	\$1,575,000	\$499,843.15	Multiple Projects Underway	Developed scoping document, begin work on Economic Development component. Year 2 will include work on Climate Change, Land Budget, and Community Engagement	ICGs, Industry, Gov	Scoping Document was issued with this document.
2.1 Nunatsiavut Growth, Land development and Housing Strategy	\$200,000					
2.2 Alternative Lands for Housing/ Facilities, Nain and Hopedale: Feasibility Study	\$150,000					
2.3 Alternative Lands for Housing/ Facilities: Concept Design	\$150,000					
2.4 Torngat Mountains Basecamp Infrastructure Action Plan	\$125,000					
2.5 Aggregate Resource and Quarry	\$175,000					
2.6 Nunatsiavut Heritage Repository: Feasibility Study	\$102,000					
2.7 Infrastructure Data Management/ Mapping development	\$75,000					
2.8 Infrastructure Engagement Portal and Website development	\$25,000					
2.9 Waste Management Strategy and Operations Plan for all communities	\$180,000					
2.10 Land Acquisition Strategy	\$50,000					
2.11 Document Standardization and Streamlining	\$40,000					
2.12 Planning Support	\$128,000					
2.13 Economic Development of the Construction Sector	\$100,000					
2.14 ICG Project Management Support	\$75,000					
3 Storage Facilities and Construction Laydown Space	\$5,000,000	\$75,000		Land will need to be secured in Nain, Postville, Makkovik and Rigolet to construct these facilities.		
4 Develop NG Capacity in Engineering and Capital Works Team	\$800,000	\$182,000		Posted new position for Infrastructure Policy Planner, retained interim support. Organizational review ongoing.		

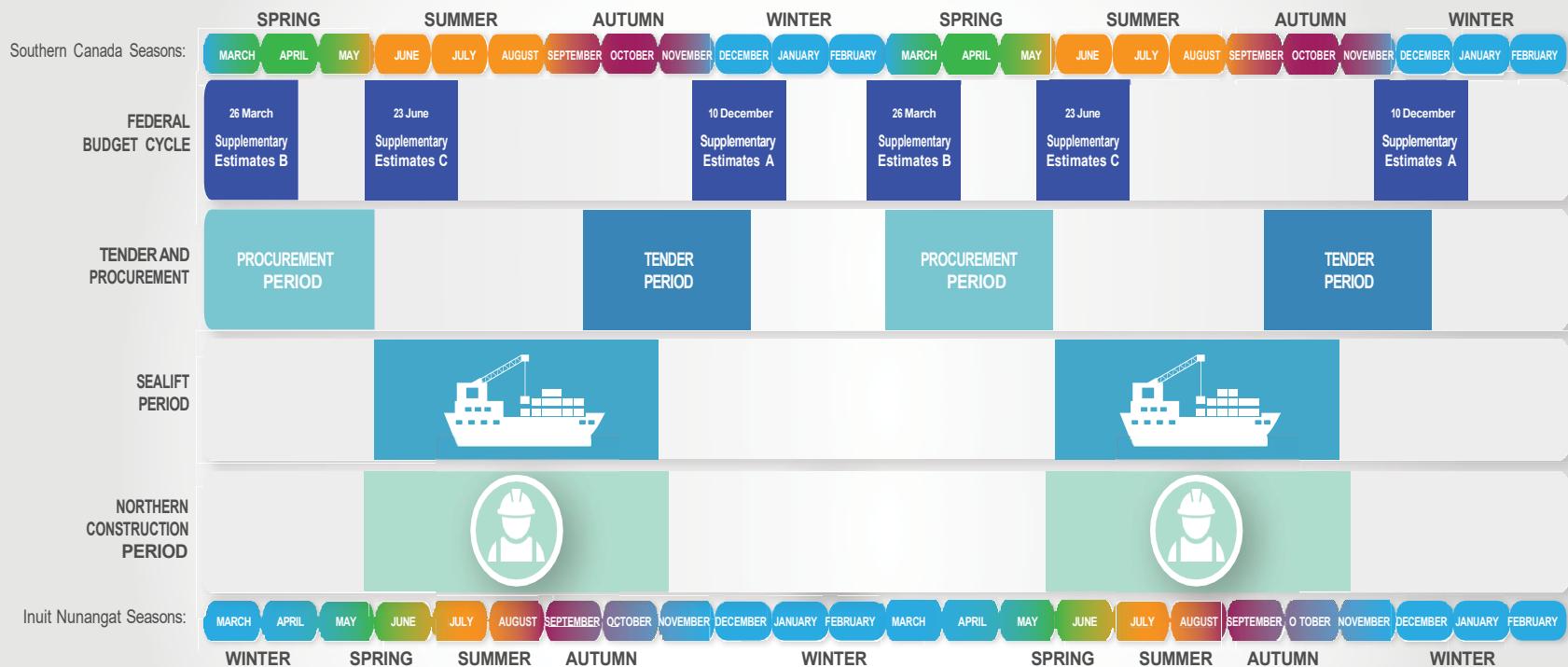


Nunatsiavut							
	Year 2 (2023)	Value	Spent	Phase	Actions/Tasks	Partner	Notes
5	ICG Special projects	\$2,000,000	\$1,000,000		Funding Committed for feasibility studies for new community centers in 3 of 5 communities	ICGs	This will include community by community requests for support including boat launches, arenas, etc.
6	Land development Engineering and Consulting	\$1,000,000	\$200,000		Consulting working on development projects	ICGs	
7	Planning for water and wastewater upgrades	\$600,000			Issue RFP for comprehensive plan for water/wastewater upgrades to direct construction in Year 3 or 4.	ICGs	
8	Street Lighting	\$1,000,000				ICGs	
9	Waste Management	\$5,000,000				ICGs	
10	NG Office Upgrades	\$1,000,000					
Year 3 (2024)							
11	Land Development and Creating New Lots	\$9,000,000					
12	Upgrades to water and wastewater systems for expansion and existing system	\$13,000,000	\$5,000,000		If upgrades are already scoped/ designed, they can be initiated immediately. Funding Committed to projects through Joint Management Committee		
13	Nain Airport: Environmental studies	\$4,000,000					
14	Nain Airport: Preliminary Construction Activities	\$5,000,000					
15	Other Nunatsiavut Airstrips	\$5,000,000					
16	Wharf Upgrades Hopedale, Makkovik, Postville, Rigolet	\$4,000,000					
Year 4 (2025)							
17	Feasibility Study for Road Access	\$500,000					
\$61,475,000 \$9,956,843							

APPENDIX 2: Federal Budget Cycle vs Northern Infrastructure Needs

Federal Budget Cycle vs Northern Infrastructure Needs

Annual Supply Chain Timeline: Federal Budget Cycle / Tender and Procurement / Sealift / Construction Periods (Federal Fiscal Year)



Pre-Planning and Design

- Prior to any infrastructure development in Inuit Nunangat, pre-planning and design must be completed. This can take months or years.
- Shovel-ready projects, as understood in southern Canada, can only be shovel-ready in Inuit Nunangat if pre-planning, design, tendering and procurement have been completed prior to May, and the summer sealift season.



ΔοΔε Σλάς បោគ្រ
INUIT TAPIRIIT KANATAMI

📍 75 Albert St., Suite 1101
Ottawa, ON Canada K1P 5E7

📠 613-238-8181

🐦 @ITK_CanadaInuit

📠 InuitTapiriitKanatami

📸 @InuitTapiriitKanatami

🌐 www.itk.ca