INUIT-CROWN PARTNERSHIP COMMITTEE
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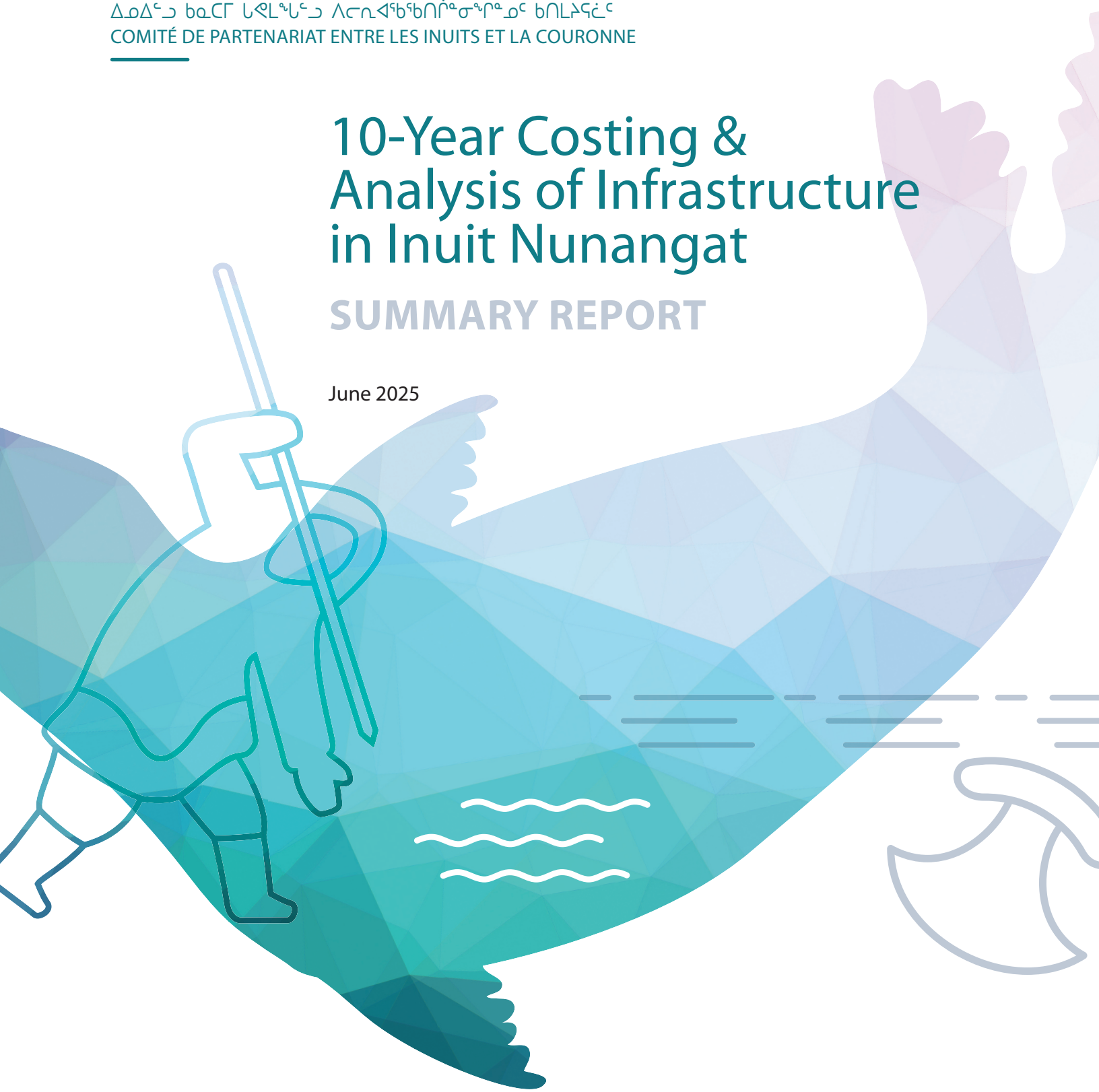
COMITÉ DE PARTENARIAT ENTRE LES INUITS ET LA COURONNE

10-Year Costing & Analysis of Infrastructure in Inuit Nunangat

SUMMARY REPORT

June 2025



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Inuit Tapiriit Kanatami

Makivvik

INUVIALUIT REGIONAL CORPORATION

NUNATSIAVUT kavamanga government

NUNAVUT TUNNGAVIK

Canada

About Inuit Tapiriit Kanatami

Inuit Tapiriit Kanatami (ITK) is the national representative organization for Inuit in Canada, the majority of whom live in Inuit Nunangat, the Inuit homeland encompassing 51 communities across the Inuvialuit Settlement Region (Northwest Territories), Nunavut, Nunavik (Northern Québec), and Nunatsiavut (Northern Labrador). Inuit Nunangat makes up 40 percent of Canada's land area, 72 percent of its coastline and 32 percent of its surface freshwater. ITK represents the rights and interests of Inuit at the national level through a democratic governance structure that represents all Inuit regions. ITK advocates for policies, programs, and services to address the social, cultural, political, and environmental issues facing our people.

ITK's Board of Directors are as follows:

- Chair and CEO, Inuvialuit Regional Corporation
- President, Makivvik
- President, Nunavut Tunngavik Incorporated
- President, Nunatsiavut Government

In addition to voting members, the following non-voting Permanent Participant Representatives also sit on the Board:

- President, Inuit Circumpolar Council Canada
- President, Pauktuutit Inuit Women of Canada
- Chair, National Inuit Youth Council

Vision

Canadian Inuit are prospering through unity and self-determination.

Mission

Inuit Tapiriit Kanatami is the national voice for protecting and advancing the rights and interests of Inuit in Canada.

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Inuvialuit Settlement Region (ISR)

- The coastal communities of the Inuvialuit Settlement Region (ISR) are characterized by **rapid erosion of their shoreline**, which impacts the viability of infrastructure, natural habitats, and cultural sites. **Warming temperatures contribute to rising sea levels and permafrost thaw.** The eroding shoreline has increased the potential for destructive storm surges and has led to the destruction or relocation of homes in communities such as Tuktoyaktuk.
- **Limited port infrastructure** prevents large ships from unloading directly onto community land. Instead, **cargo must be transferred via transport barges**, adding logistical challenges and costs to shipping.

Nunavut

- Due to the absence of regional and territorial energy grids, **each of Nunavut's 25 communities relies on its own diesel plants** for energy generation and distribution. Nearly all of the territory's electricity is produced from diesel fuel, which is imported during the summer and stored for use throughout the year, leading to some of the **highest electricity costs in Canada**.
- Nunavut **does not have an official water management strategy** to ensure the protection of freshwater quality, quantity, and flow despite rising demand from a growing population. In addition, many water treatment plants **do not meet the *Guidelines for Canadian Drinking Water Quality* and the nationally acceptable treatment minimums** for surface water, raising public health risks (Nunavut Government, 2023).

Nunavik

- In Nunavik, 13 out of 14 villages **do not have waterlines** or sewage systems. In these villages, drinking water and wastewater are transported by **tanker trucks**. The tanker truck system comes with several challenges: several pipes, trucks, and tanks are damaged; there is a shortage of tanker truck drivers, and an insufficient number of trucks (Marceau, 2022).
- Nunavik spans **multiple climate zones, requiring adapted approaches to infrastructure management**. The southern area of the region experiences a subarctic climate with relatively milder temperatures compared to the northern area, where harsher winters and deeper permafrost affect the planning, construction, and maintenance of infrastructure.

Nunatsiavut

- Nunatsiavut is facing a **severe housing shortage**. This affects infrastructure development, as there are **few housing options for construction workers**, if any, impacting the productivity and costs of projects.
- **The airstrip in Nain, one of the regional communities, has a short airstrip which limits the size and type of aircraft that can land**, which reduces the amount of goods and services that can be delivered (Inuit Tapiriit Kanatami, 2022). The location of the airstrip, between the ocean and mountains, also raises **flooding concerns**.

Introduction

Preamble

Infrastructure is the critical foundation of a strong economy and the delivery of essential public services. It ensures access to clean drinking water, the energy to heat our homes, and supports the roads and airports that connect communities. It also includes healthcare and education systems to serve our needs, as well as communication networks that keep us connected. In Northern Canada, where harsh climates and geographic isolation pose unique challenges, investing in infrastructure is even more critical. Strengthening roads, energy systems, and essential services not only improves daily life, but also ensures the safety and security of both Inuit communities and the country. Such investments reinforce sovereignty, enhance emergency response, and mitigate the impacts of climate change in Inuit Nunangat.

In 2007, the United Nations acknowledged the importance of supporting the self-determination and social, cultural, and economic development of Indigenous peoples through the *United Nations Declaration on the Rights of Indigenous Peoples* (61/295. United Nations Declaration on the Rights of Indigenous Peoples, n.d.). Additionally, in 2015, the Canadian government committed to the *Truth and Reconciliation Commission of Canada: Calls to Action*. This document includes 94 actions to advance the process of Canadian reconciliation, including infrastructure delivery (Truth and Reconciliation Commission of Canada, 2015).

Despite the recognition from Canada, the impact of the historical underinvestment in infrastructure in Indigenous communities across Canada persists. While the gap is also significant for First Nations and Métis, Inuit Nunangat faces a $75.1 billion infrastructure gap for the approximately 70,000 Inuit living in Canada (Forester, 2024).

The following facts highlight the infrastructure gap across Inuit Nunangat:

As a result of the infrastructure gaps highlighted above, four conclusions can be formulated:	
1	There is a **significant infrastructure gap** between Inuit Nunangat and the rest of Canada.
2	This gap represents a **substantial barrier** to economic, health, educational, and self-determination opportunities for Inuit Nunangat.
3	Although the **Canadian government has begun allocating resources** to address this gap, **sustained attention, investment, and action** are essential to continue to narrow the gap.
4	Efforts and investments must focus not only on the planning and construction of new infrastructure, but also on its **operation and maintenance (O&M)** to ensure the long-term sustainability of projects.

In December 2021, the Government of Canada committed to closing the infrastructure gap between Inuit Nunangat and the rest of Canada by 2030 (Office of the Prime Minister, 2021). Additionally, in Budget 2021, the Canadian government allocated $517.8 million over four years (2021-2025) to support infrastructure projects in Inuit Nunangat. **Continued investment in the planning, construction, and O&M of infrastructure in Inuit Nunangat is critical to maintaining this momentum and achieving the goal of closing the gap by 2030.**

To support the Government of Canada's efforts to close the infrastructure gap, this report outlines the areas where Inuit Nunangat regions recommend prioritizing investment. It also presents business cases and cost estimates for 79 infrastructure projects identified as priorities over the next 10 years by the Inuit Treaty Organizations (ITOs).

About this Report

This document is the *10-Year Costing and Analysis of Infrastructure in Inuit Nunangat Report, 2025 — Summary Report*, hereafter referred to as "the Report". It was developed by Inuit Tapiriit Kanatami (ITK) with the support of the Federal Government's Inuit-Crown Partnership Committee Infrastructure Working Group and a consortium of professionals from Groupe BC2 and CIMA+.

This Report was developed in collaboration with the four ITOs:

- Inuvialuit Regional Corporation (IRC)
- Makivvik
- Nunatsiavut Government
- Nunavut Tunngavik Incorporated

These ITOs represent ISR, Nunavik, Nunatsiavut, and Nunavut, respectively.

Additionally, the three Regional Inuit Associations of Nunavut assisted in the development of this Report. These associations are the Kitikmeot Inuit Association, Kivalliq Inuit Association, and Qikiqtani Inuit Association and represent the Kitikmeot, Kivalliq, and Qikiqtani regions respectively.

During the development of this Report, online engagement sessions[1] were held with representatives from ITOs and Regional Inuit Associations to:

- Inform them about this project and its progress.
- Determine which infrastructure projects should be prioritized over the next 10 years.
- Present preliminary results and collect feedback for the final submission.

The Canadian government was involved in a series of online meetings aimed at providing updates and gathering feedback for the project.

1 More details on the engagement approach for conducting these sessions can be found in the Appendix of the *10-Year Costing & Analysis of Infrastructure in Inuit Nunangat - Full Report.*

Report Structure

This Report is structured into two parts:

Part A
Summary of this Report

provides the context for this Report, summarizes key themes, and outlines three key areas where infrastructure funding — including investments delivered in a manner similar to the Indigenous Community Infrastructure Fund (ICIF) — can help close the infrastructure gap between Inuit Nunangat and the rest of Canada.

Part A: Summary of this Report

- Purpose of this Report
- Working Toward Closing the Infrastructure Gap

Part B
Overview of Priority Infrastructure Projects

provides a summary of the infrastructure projects to consider, along with cost estimates by ITO region.

Part B: Overview of Priority Infrastructure Projects

- Projects to Prioritize
- Projects Distribution by Category
- Project Costs by Region

Part A: Context for this Report

What is the Purpose of this Report?

This Report has two main objectives: 1) Update the *Priority Infrastructure Needs in Inuit Nunangat, 2022* report with current needs and costs of infrastructure projects in Inuit Nunangat; and 2) Present the major themes identified by the ITOs to close the infrastructure gap.

Objective 1: Update the Priority Infrastructure Needs in Inuit Nunangat, 2022 Report

The *Priority Infrastructure Needs in Inuit Nunangat, 2022* report produced by ITK provided the Canadian government with a list of 115 infrastructure projects[2] to be constructed across Inuit Nunangat. The list of projects was decided upon by the ITOs through community engagement sessions and the projects were presented as priorities over the next 35 years. The total cost of these projects, including design, construction, and O&M, was estimated at **$75 billion**.

In response to this report, the Canadian government requested a new report with a refined scope that only considered priority infrastructure projects over the next 10 years. To meet this request, ITK developed this Report, with an updated project list and cost estimates as a starting point for discussion.

As agreed to by Federal members of the Inuit-Crown Partnership Committee Infrastructure Working Group, this update will inform future Government of Canada budget submissions, including the funds required to support the O&M of infrastructure already built through the ICIF. It will also inform the planning and delivery of future priority infrastructure projects funded through infrastructure investments.

It is vital to note that this list was developed to reflect infrastructure project needs at a specific point in time. As circumstances change, the prioritization of projects, either identified in this report or new projects, may shift. This report is intended as a starting point for discussion. For the most current priorities, ITOs remain the best point of contact.

Objective 2: Present the Major Themes Identified by ITOs to Close the Infrastructure Gap

This Report aims to identify the major themes and project categories where further long-term investment will help tackle the Inuit Nunangat infrastructure crisis. ITOs have identified three major themes, hereafter referred to as "areas". They are explained in the "Working Towards Closing the Infrastructure Gap" section of this Report.

Working Towards Closing the Infrastructure Gap

The ITOs identified three areas where further long-term investment will help to close the infrastructure gap between Inuit Nunangat and the rest of Canada:

Area 1:
Ensuring the longevity of existing infrastructure

Area 2:
Improving the quality of life for Inuit communities through investment in new infrastructure

Area 3:
Facilitating long-term infrastructure planning

2 Although the word "project" suggests that there is one piece of infrastructure to be constructed, many of the 115 projects require the construction and funding of multiple components. The project sheets indicate projects for which this is the case.

Area 1: Ensuring the Longevity of Existing Infrastructure

Increasing O&M Funding for Existing Infrastructure

There is a shortage of funding for infrastructure O&M built with ICIF funding. As a result, communities across Inuit Nunangat are forced to make difficult choices between maintaining existing infrastructure and building new projects. Given the significant infrastructure gap between Inuit Nunangat and the rest of Canada, these decisions are complex and often require choosing between multiple essential infrastructure projects.

If the Government of Canada hopes to close the infrastructure gap by 2030, it must invest not only in new projects but also in the O&M of existing ones. Failing to maintain existing infrastructure could negate progress toward closing the gap, as resources will be diverted to reinvest in infrastructure that falls into disrepair. Moreover, investing in O&M ensures the longevity of infrastructure, reducing the need to prematurely rebuild existing infrastructure and focusing investment on new projects. Adequate O&M funding guarantees the long-term viability of projects from day one. Although upfront costs seem high, O&M funding is often more cost-effective in the long run, minimizing expensive repairs or replacements due to neglect.

Supporting Long-Term Infrastructure Planning through Recurring O&M Funding is Essential for Long-Term Infrastructure Planning

All four ITOs have emphasized that the lack of recurrent funding hampers the ability of regional and local decision-makers to effectively plan for future infrastructure needs. Additionally, the lack of predictability in funding makes it difficult to determine whether newly allocated funds should be directed toward new projects or used for the O&M of existing infrastructure. At present, infrastructure funding that can be used for O&M is provided on a time-limited basis. However, for decision-makers and infrastructure managers to plan effectively, O&M funding must be provided on a regular, recurring, and long-term basis.

Adapting O&M Funding to Inuit Nunangat's Unique Challenges

O&M funding must be adapted to the unique challenges of Inuit Nunangat, which are presented below:

A Smaller Workforce to Operate and Maintain Infrastructure

Most communities in Inuit Nunangat have populations of less than 2,000 people, with the smallest communities having only a few hundred residents. As a result, there are fewer workers available to operate and maintain infrastructure than in southern Canada. Furthermore, the lack of road connections between Inuit Nunangat communities means that communities cannot easily depend on workers from neighbouring communities to help operate and maintain infrastructure. Local employers often struggle to find qualified local labour; for certain types of more specialized services, there may be no one in the community with sufficient training or expertise to operate and maintain infrastructure. **Therefore, employers must bring in workers from outside of Inuit Nunangat, which can significantly increase labour, operations, and maintenance costs.**

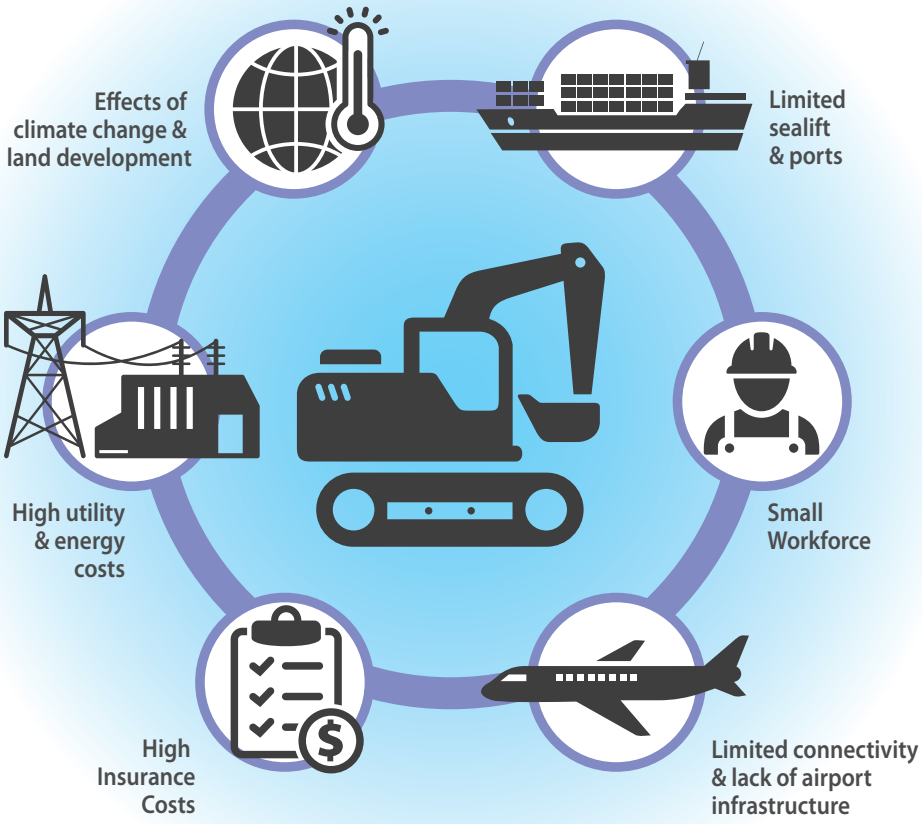
High Costs Associated with the Transportation of People and Materials to Operate and Maintain Infrastructure

Inevitably, infrastructure falls into disrepair and must be repaired, whether in Inuit Nunangat, or the rest of Canada. **However, in Inuit Nunangat, routine maintenance and repairs are often more complicated and costly than in southern Canada.** If specialized equipment is needed for the repair, it must be flown or transported by ship, prolonging the time the facility or asset is out of commission. Likewise, repair workers must be flown in if nobody in the community is qualified to carry out the repair, further increasing costs.

Area 2: Improving Quality of Life for Inuit Communities Through Investment in New Infrastructure

Enabling Infrastructure that is Essential to Successfully Implement Future Projects. Closing the infrastructure gap in Inuit Nunangat requires building new projects but also investing in the fundamental infrastructure that makes all other projects possible.

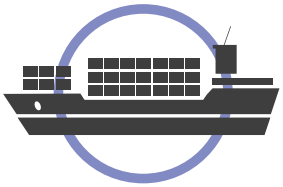
Challenges of Building in Inuit Nunangat



Land Development

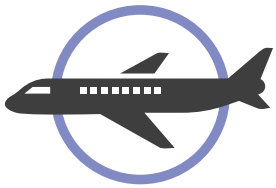
Land development is a critical component of enabling infrastructure, as it lays the groundwork for future construction and ensures that projects can be completed successfully. It involves assessing long-term infrastructure needs and providing land with essential services. Land development includes activities such as feasibility studies, site selection and servicing, grading the land, installing water and sewage systems, and constructing roads. **In Inuit Nunangat, unique challenges such as harsh climate conditions and limited suitable land availability, make careful site selection and long-term planning even more important. Rushed projects can lead to costly mistakes**, particularly when projects are overseen by outside consultants and construction crews unfamiliar with the region's needs. Northern communities have a legacy of buildings that are not culturally, environmentally, or financially sustainable, emphasizing the need for strategic investment in long-term planning. This is why funding for land development is essential as it ensures that land is primed for "shovel-ready" projects and helps communities maximize funding opportunities and build well-planned infrastructure.

Sealift and Port Facilities



Across Inuit Nunangat, access to reliable transportation networks is essential for facilitating the movement of people, goods, and materials needed for infrastructure projects. Given that most construction materials arrive by boat, ensuring access to port facilities and working sealift operations are crucial for construction projects. **It is important for ports to be able to accommodate large shipments of supplies and safe unloading. They must also include space for storage of materials. However, many ports in Inuit Nunangat do not meet these requirements.** In Nunavik for example, unpredictable weather and high tides can prevent docking altogether, disrupting the overall construction process. Other ports are too small and cannot accommodate large ships. This limits the size of shipments that can be delivered and leaves regions vulnerable to supply shortages. Investing in sealift operations will enable the delivery of larger shipments, reducing infrastructure project costs and logistical challenges. Additionally, Inuit Nunangat relies on a short and competitive sealift schedule that require planning up to a year in advance to secure building materials for projects. **The Canadian government funding cycle announces budgets in March and establishes allocations later. By the time Inuit are aware of their allotment, they have often missed their opportunity to make a sealift order for that year and must wait until the next year to access building materials.**

Airport Facilities



Airports are essential to support the rapid movement of people, workers, and materials throughout Inuit Nunangat. **With almost no road connections to southern Canada or between most communities, reliable air travel is critical for infrastructure projects that will otherwise be impossible due to logistical challenges.** Airports also ensure reliable access to essential services such as medical evacuations and food deliveries, all of which contribute to overall community wellbeing. However, many airports are limited in terms of quality and capacity. In Nunatsiavut, for example, the airstrips in some communities are not only short, but also located near the ocean, limiting the number of people or cargo they can receive and making them vulnerable to flooding. Longer airstrips can support larger planes, which are more cost-effective for delivering supplies. Reliable airport facilities are essential for ensuring that communities are not isolated and can continue to complete infrastructure projects in a much more efficient and effective manner.

Addressing Common Infrastructure Challenges Across Inuit Nunangat

Effects of Climate Change

Infrastructure challenges across Inuit Nunangat are exacerbated by the escalating effects of climate change. **Issues such as rising temperatures, permafrost thaw, shoreline erosion, and rising sea levels, are all affecting the condition of existing infrastructure (i.e., roads and buildings), and the livability of several communities.** In coastal communities, such as Tuktoyaktuk in the ISR, infrastructure improvements are needed to enhance water and flood mitigation. Without intervention, much of the community is at risk of being destroyed by 2050, along with important infrastructure and cultural sites including housing and cemeteries. Climate change has also made traditional activities, such as hunting and fishing, more unpredictable. The shorter ice season reduces access to traditional hunting grounds, especially in the absence of roads or bridges. As the long-term impacts of climate change continue to evolve, special consideration will be needed to avoid future land development in high-risk areas and ensure the stability of new infrastructure. Additional O&M investments will be required to adapt existing infrastructure to the changing environmental conditions.

Limited Transportation Infrastructure and Absence of Economies of Scale

Limited transportation infrastructure constraints make construction across Inuit Nunangat significantly more challenging and expensive. With the exception of Inuvik and Tuktoyaktuk, no Inuit Nunangat communities are connected to southern Canada or to each other by roads. This means that air travel is the most viable transportation option between communities. However, due to relatively low competition, low demand and high operational costs, air travel in Inuit Nunangat is extremely expensive. Although some construction projects rely on Inuit workers, limited availability and the vast infrastructure gap mean that external labour is often required. **The transporting and housing of external workers further increases construction costs.** In addition, the lack of road infrastructure makes communities entirely dependent on sealifts for construction materials, which adds financial and logistical challenges. Without improved transportation infrastructure, the cost of construction in Inuit Nunangat will remain disproportionately high, limiting the ability to close the infrastructure gap.

Furthermore, the limited transportation infrastructure and distance between communities in Inuit Nunangat mean that each community must be self-sufficient. Unlike southern Canadian communities, they cannot depend on neighbouring settlements to provide lacking infrastructure. This situation makes economies of scale impossible to achieve and greatly increases per capita infrastructure costs.

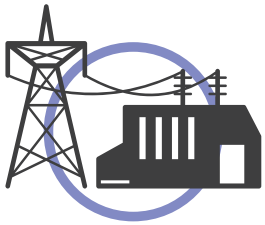
Housing Shortage

The housing crisis across Inuit Nunangat is well documented and is one of the most pressing social and infrastructure challenges facing the regions (Inuit Tapiriit Kanatami, 2019). A history of colonization, dispossession, and systemic inequalities have led to a shortage of adequate housing options, marked by widespread overcrowding, and contributing to higher levels of physical and mental health issues (Canadian Human Rights Commission, 2022). **Investments in infrastructure such as Elders' housing, workers' housing, safehouses, and shelters will help alleviate some aspects of the crisis by increasing the housing stock for vulnerable people.** This will, in turn, free up housing for other community members.

Insurance Accessibility

Access to affordable insurance is a challenge for Inuit communities and organizations as financial institutions and insurance companies will often refuse to provide coverage or offer coverage at extremely high prices compared to rates in southern Canada. ITOs across Inuit Nunangat struggle to obtain affordable insurance for several reasons, including limited experience in property ownership, the harsh climate, and the lack of certified building inspectors across Inuit Nunangat. These factors lead insurance companies to further raise their prices. **A study shows that the cost of insurance is often three times higher in Indigenous communities than in comparable non-Indigenous communities.** It appears that insurance companies and brokers are unfamiliar with Indigenous communities and thus tend to overestimate the risks, leading them to set the price of insurance policies very high (Wilkinson, 1999). While this study is from 1999, recent conversations with some ITOs during the development of this Report have confirmed that insurance accessibility remains a challenge in Inuit Nunangat. These challenges exemplify additional barriers faced by ITOs wishing to become more autonomous.

High Utility and Energy Costs



Energy costs in Inuit Nunangat are among the highest in Canada, primarily because **most communities are not connected to major power grids and instead rely on diesel generators to meet electricity needs.** The high cost of diesel, combined with the cost of transporting fuel, results in significantly inflated electricity prices. These elevated energy costs also lead to increased O&M expenses for infrastructure projects, making it increasingly difficult to maintain the assets over the long-term. In some regions, such as Nunatsiavut, electricity supply is further constrained by limited generation capacity. Without improved energy solutions, future development will be hindered by high costs and limited power availability. Investing in alternative energy sources, such as renewable energy projects, could help address these challenges while reducing reliance on diesel fuel.

Creating Social and Economic Benefits

An Act of Reconciliation

Continued investments in Inuit Nunangat infrastructure will help achieve the principles of the *Calls to Action (2015)* presented by the Truth and Reconciliation Commission of Canada (Truth and Reconciliation Commission of Canada, 2015). It is also aligned with the articles of the *UN Declaration on the Rights of Indigenous Peoples* (61/295. United Nations Declaration on the Rights of Indigenous Peoples, 2007). Some of these Calls to Action and articles related to infrastructure delivery are presented below:

Truth and Reconciliation Commission of Canada: Calls to Action

> ***20:*** *"…we call upon the Canadian government to recognize, respect, and address the distinct health needs of the Métis, Inuit, and off-reserve Aboriginal peoples."*

> ***44:*** *"We call upon the Government of Canada to develop a national action plan, strategies, and other concrete measures to achieve the goals of the* United Nations Declaration on the Rights of Indigenous Peoples."

> ***54:*** *"We call upon the Canadian government to establish multi-year funding for community-based youth organizations to deliver programs on reconciliation, and establish a national network to share information and best practices."*

United Nations Declaration on the Rights of Indigenous Peoples

> ***Article 20:*** *"Indigenous peoples have the right to maintain and develop their political, economic and social systems or institutions, to be secure in the enjoyment of their own means of subsistence and development, and to engage freely in all their traditional and other economic activities."*

> ***Article 21:*** *"Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including,* inter alia, *in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security."*

> ***Article 23:*** *"Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development..."*

Reinforcement of Canadian National Security

Maintaining Canadian sovereignty and guaranteeing the defence against foreign aggression in the Arctic is a priority for the Canadian government and Canadians (Quinn, 2025). However, this work **cannot and must not be carried out without the support and assistance of Inuit**. Providing the infrastructure projects Inuit have deemed as priorities must benefit Inuit communities first and foremost. Nevertheless, these projects have the added benefit of supporting the Canadian military, who will have access to safe and suitable infrastructure for their operations. It will also allow Canada to reassert its presence in the Arctic and protect Canadian and Inuit security.

When speaking to Canada's growing need for military investment in the Arctic, ITK President Natan Obed emphasized the importance of intentional alignment between Inuit and federal priorities, highlighting the mutual benefits of strengthening sovereignty in the North: "Inuit understand how we fit into Canada. It's time for Canada and Canadians to work with us to close the widening chasm between Canada's stated ambitions for the Arctic and the stark realities we are faced with on the ground" (Natan Obed, President of ITK, for the Globe and Mail, March 5, 2025).

"Inuit understand how we fit into Canada. It's time for Canada and Canadians to work with us to close the widening chasm between Canada's stated ambitions for the Arctic and the stark realities we are faced with on the ground."

Natan Obed, President of ITK, for the *Globe and Mail*, March 5, 2025.

Area 3: Facilitating Long-Term Infrastructure Planning

Improving Infrastructure Delivery through Long-Term Funding

There is a consensus among ITOs that the Indigenous Community Infrastructure Fund's (ICIF) distinction-based approach for funding is valuable and offers flexibility that was not previously possible through former funding programs.[3] However, ITOs have identified several ways to improve ICIF funding to facilitate long-term infrastructure planning.[4] **Namely, there is a need for guaranteed long-term funding for all stages of infrastructure projects:** planning, construction, and O&M. The last round of ICIF funding was guaranteed for only four years, which created several challenges for ITOs. Managing and **spending ICIF funds on infrastructure projects generate a significant administrative burden for ITOs**, which are often understaffed. Although funding for infrastructure projects is always welcome, ITOs must hire, train, and operationalize project teams to plan, construct, operate, and maintain a wide variety of infrastructure projects if they wish to quickly and successfully use the funds. This work demands an enormous amount of effort and time for ITOs. When funding **runs out four years later, these complex operational structures are then dismantled, only to be built back up again if or when new funding is received**. This back-and-forth and negative impact on operations could be avoided through the provision of long-term and stable infrastructure funding.

As noted, **funding cycles are not necessarily aligned with project construction cycles**. For instance, during the last delivery of ICIF, delays in the delivery of funding meant that ITOs missed the deadlines for the sealifts, and as a result, were only able to start construction in Year 2 of funding, rather than Year 1. With an average of two sealifts per year, ITOs are only left with six sealifts to ensure that construction materials arrive in their communities, leaving little room for error. In addition to issues with the sealift timing, the construction season in Inuit Nunangat is much shorter than in southern Canada, generally lasting four months on average.

Indigenous Community Infrastructure Fund
Starting in 2021, the Government of Canada initiated the ICIF, a distinctions-based fund to support Indigenous partners for ongoing, new and shovel-ready projects. The funding mechanism and delivery method of ICIF allowed for an efficient and effective application of the funds. **Within 3 years of the grant, 75% of the funds had been spent or allocated.** While positively viewed by ITOs, the need for longer-term investment was noted.

3 There is a Midterm Report that provides an overview of this preferred funding model and it's benefits can be found on the ITK website. https://www.itk.ca/infrastructure-midterm-review-2024/

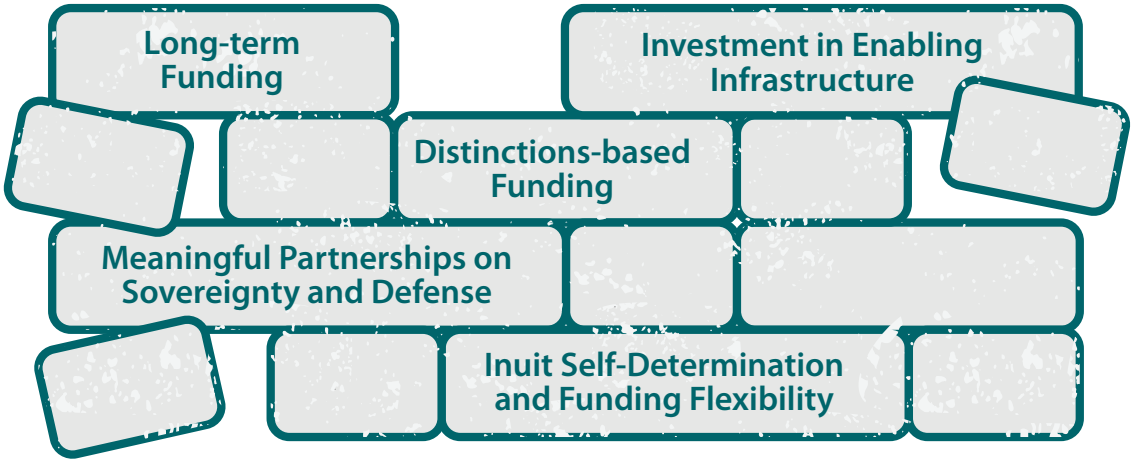
4 Please refer to *ICIF Midterm Review Report* for more details on successes of the fund (Inuit Tapiriit Kanatami, 2024).

Taking the Next Steps Towards Closing the Infrastructure Gap by 2030

ITOs have already done an extensive amount of work to help the Canadian government achieve its goal of closing the infrastructure gap by 2030. This work includes constructing new infrastructure projects using ICIF funds and identifying priority infrastructure projects over the next 10 years in their respective regions. Several infrastructure projects have already been successfully constructed using ICIF funds, such as sports and recreation centres in Tasiujaq (Nunavik, QC) and Umiujaq (Nunavik, QC), a regional training centre in Pond Inlet (Qikiqtani, NU), and a wind and solar energy facility in Sanikiluaq (Qikiqtani, NU). **Long-term infrastructure funding is essential if the Canadian government wishes to meet its goal of closing the infrastructure gap between Inuit Nunangat and the rest of Canada by 2030.** The ICIF funding delivered up until now is an excellent beginning, but it remains just that — a beginning. Furthermore, the projects presented in this Report will not be sufficient to close the infrastructure gap.

Many of the projects in this Report will create or improve enabling infrastructure, such as ports and airports. **The next steps toward closing the gap will be taking advantage of enabling infrastructure and providing additional funding to facilitate the construction of priority projects that will benefit Inuit communities and Canada as a whole.** With sufficient long-term funding, ITOs and the Canadian government can close the gap between Inuit Nunangat and the rest of Canada. The priority infrastructure projects for the next 35 years, which are presented in the *Priority Infrastructure Needs in Inuit Nunangat, 2022* report will help direct future infrastructure construction, even if they are not constructed in the next 10 years. These projects will play a crucial role in closing the infrastructure gap.

Moving Forward



Facilitating Long-Term Infrastructure Planning through Partnerships

The Canadian government has an opportunity to continue working in partnership with the ITOs and ITK to achieve its goal of closing the infrastructure gap by 2030. With only five years remaining before the deadline to meet this goal, it will be essential to invest heavily and rapidly in the infrastructure projects presented in this Report, as well as in future infrastructure needs. **By continuing to provide distinctions-based funding, the Canadian government, in partnership with the ITOs and ITK, can help reduce the administrative burden for ITOs, increase Inuit autonomy in spending, and ensure respect of the Inuit Nunangat Policy.**

Finally, working in partnership and providing flexible funding aligns with the guiding principles of the Inuit Nunangat Policy. Principle 3.1.5 reads, **"Federal investments for Inuit and Inuit Nunangat are important for supporting the right of Inuit to self-determination and self-government, to improve the lives of Inuit, and to achieve socio-economic and cultural equity between Inuit and other Canadians."** Further investments in infrastructure across Inuit Nunangat also align with the United Nations Declaration on the Rights of Indigenous People, a declaration to which Canada is a signatory.

The Inuit Nunangat Policy

The Inuit Nunangat Policy (INP) guides how federal departments and agencies engage with Inuit and invest in Inuit Nunangat. The INP aims to improve coordination, close socio-economic gaps, and advance Inuit self-determination by supporting Inuit-led priorities. It promotes a distinctions-based approach and commits the federal government to working in true partnership with Inuit through the Inuit-Crown Partnership Committee. The Cabinet Directive to Advance the Implementation of the INP was endorsed in December 2024.

Part B: Summary of Infrastructure Projects

Project Distribution per Category

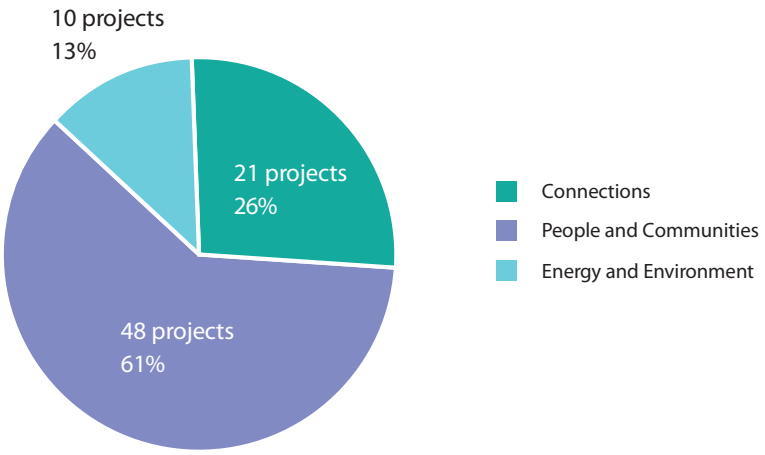
As in the *Priority Infrastructure Needs in Inuit Nunangat, 2022* report, the 79 infrastructure projects to consider were organized into three categories[5]:

- Connections: Ports and harbours; air; telecommunications; roads; sidewalks; etc.
- People and Communities: Community, culture, and recreation; food sovereignty; health; housing; land development; vocational training, etc.
- Energy and Environment: Power; solid waste; emergency response and protection; drinking water, etc.

These categories are used to simplify the cost estimates and make the needs more easily understood. However, some projects overlap multiple categories.

The following figure shows the distribution of all 79 projects, per category.

Figure 1: Distribution of the 79 Projects by Category



5 More details on the project categories, including their distribution across Inuit Nunangat ITO regions, can be found in Part C of the *10-Year Costing and Analysis of Infrastructure in Inuit Nunangat, 2025 – Full Report*.

Project Costs by Region

Based on the needs outlined by the ITOs, the estimated total investment for the 2025–2035 period across all regions is **$30.1 billion.** This includes **$29 billion** for capital costs and **$1.1 billion** for O&M costs. Additionally, the total investment required over the next 25 years for the O&M of projects already built through the ICIF is **$159 million**.

These figures are based on a range of Class A to Class D cost estimates. Class A estimates reflect a defined scope with detailed designs and specifications. Class D estimates are preliminary, indicative, and are developed during the early conceptual stages using broader assumptions. Final project costs are expected to vary as more detailed analyses are conducted, with the degree of variation depending on the estimate class. A full breakdown of the estimates can be found in the Appendix of the *10-Year Costing & Analysis of Infrastructure in Inuit Nunangat — Full Report*.

Estimated Investment Overview

- **$30.1 B (2025–2035), including:**
  - $29 B in capital costs
  - $1.1 B in O&M costs
- **$159M in O&M over 25 years for existing ICIF projects**

The estimated total investment per region for the 2025–2035 period is detailed below:

Inuvialuit Settlement Region (ISR):
- Estimated capital cost: $1.56 billion.
- Estimated O&M cost: $144 million.
- Estimated total investment: $1.7 billion.

Nunatsiavut:
- Estimated capital cost: $3.8 billion.
- Estimated O&M cost: $131 million.
- Estimated total investment: $3.9 billion.

Nunavik:
- Estimated capital cost: $5.3 billion.
- Estimated O&M cost: $343 million.
- Estimated total investment: $5.6 billion.

Nunavut:
- Estimated capital cost: $18.4 billion.
- Estimated O&M cost: $558 million.
- Estimated total investment: $18.9 billion.

Projects to Prioritize

The 79 projects that have been identified as priorities over the next 10 years by ITOs are presented in the table below. This table **does not represent all the projects required to close the infrastructure gap, nor does it represent all priority infrastructure projects**.

Moreover, it is important to clarify what is meant by "projects". In this Report, "projects" refers to the infrastructure need identified in each business case. Construction of many of these infrastructure projects may span many years. In such cases, it is important to ensure that funding for the projects remains open and flexible.

This list reflects needs over time and serves as an initial reference for discussion. It is important to recognize that priorities may shift as circumstances change. For the most up-to-date information, ITOs continue to be the most reliable source.

Table 1: 79 Priority Projects per Inuit Nunangat Inuit Treaty Organization (ITO) Region

REGION	TOTAL NUMBER OF PROJECTS	PROJECT NAME	COMMUNITIES
INUVIALUIT SETTLEMENT REGION	16	1. Airstrip Improvements	Sachs Harbour, Paulatuk, Ulukhaktok
		2. Arenas	Aklavik, Inuvik, Paulatuk, Sachs Harbour, Tuktoyaktuk, Ulukhaktok
		3. College for Trades & Languages	Inuvik
		4. Community Hall	Paulatuk
		5. Cultural Centre	Tuktoyaktuk
		6. Data Centre	Tuktoyaktuk
		7. Inuvik Power-Line Infrastructure	Inuvik
		8. Jet Fuel Storage	Inuvik
		9. Morgues	Aklavik, Paulatuk, Ulukhaktok
		10. Natural Gas Storage - Inuvik	Inuvik
		11. Propane Generation in Aklavik	Aklavik
		12. Research Station Initiative	Inuvik
		13. Road Maintenance	Aklavik, Inuvik, Paulatuk, Sachs Harbour, Tuktoyaktuk, Ulukhaktok
		14. Rock Crushing Equipment	Aklavik, Inuvik, Paulatuk, Sachs Harbour, Tuktoyaktuk, Ulukhaktok
		15. Tuktoyaktuk Power-Line Infrastructure	Tuktoyaktuk
		16. Water Trucks and Water Treatment Facilities	Aklavik, Paulatuk, Sachs Harbour, Tuktoyaktuk, Ulukhaktok
NUNATSIAVUT	10	1. Airstrip Relocation	Nain
		2. Community Learning Centres	Hopedale, Makkovik, Nain, Postville, Rigolet
		3. Community Renewable Energy	Hopedale, Makkovik, Nain, Postville, Rigolet
		4. Community Storage Facilities	Makkovik, Nain, Postville, Rigolet
		5. Elder Housing (Assisted Living Centre)	Hopedale, Makkovik, Nain, Postville, Rigolet
		6. Heritage Repository Building	Rigolet
		7. Road Upgrades and Maintenance	Hopedale, Makkovik, Nain, Postville, Rigolet
		8. Small Cultural Facilities	Hopedale, Makkovik, Nain, Postville, Rigolet
		9. Street and Playground Lighting Upgrades	Hopedale, Makkovik, Nain, Postville, Rigolet
		10. Wastewater Treatment Facilities	Hopedale, Makkovik, Nain, Postville, Rigolet

REGION	TOTAL NUMBER OF PROJECTS	PROJECT NAME	COMMUNITIES
NUNAVIK	13	1. Aircraft Hangars	Puvirnituq, Salluit
		2. Airstrips	Puvirnituq, Aupaluk, Akulivik, Salluit, Umiujaq, Kangiqsualujjuaq, Ivujivik, Quaqtaq, Inukjuak, Kangiqsujuaq, Tasiujaq, Kangirsuk, Kuujjuaraapik
		3. Arenas	Umiujaq, Akulivik, Quaqtaq, Aupaluk, Tasiujaq, Ivujivik, Salluit, Kangiqsujuaq, Puvirnituq
		4. Cemetery Expansions	Kangirsuk, Kuujjuaq, Akulivik, Umiujaq, Ivujivik, Kuujjuaraapik, Quaqtaq, Aupaluk, Tasiujaq, Kangiqsujuaq, Inukjuak, Puvirnituq, Salluit, Kangiqsualujjuaq
		5. Community Reintegration Centre	Inukjuak
		6. Elder Homes	Kuujjuaraapik, Inukjuak, Kangiqsualujjuaq, Kangirsuk, Umiujaq, Ivujivik, Quaqtaq, Salluit, Aupaluk, Akulivik, Tasiujaq, Kangiqsujuaq, Puvirnituq, Kuujjuaq
		7. Family Houses, Shelters, and Safehouses	Umiujaq, Inukjuak, Ivujivik, Puvirnituq, Kuujjuaraapik, Akulivik, Quaqtaq, Kangiqsujuaq, Salluit, Aupaluk, Tasiujaq, Kangirsuk, Kangiqsualujjuaq, Kuujjuaq
		8. Justice Centres	Umiujaq, Aupaluk, Ivujivik, Kuujjuaraapik, Akulivik, Inukjuak, Quaqtaq, Puvirnituq, Kangiqsujuaq, Salluit, Tasiujaq, Kangirsuk, Kangiqsualujjuaq, Kuujjuaq
		9. Marine Infrastructure	Kuujjuaraapik, Puvirnituq, Umiujaq, Kangiqsujuaq, Kangirsuk, Akulivik, Inukjuak, Kangiqsualujjuaq, Quaqtaq, Salluit, Kuujjuaq, Aupaluk, Ivujivik, Tasiujaq
		10. Multipurpose Centres	Akulivik, Ivujivik, Kangirsuk, Kuujjuaq, Puvirnituq, Umiujaq, Salluit, Kuujjuaraapik, Quaqtaq, Inukjuak, Kangiqsujuaq, Tasiujaq, Kangiqsualujjuaq
		11. Quarries and Equipment	Aupaluk, Ivujivik, Quaqtaq, Umiujaq, Tasiujaq, Akulivik, Kangiqsualujjuaq, Kangiqsujuaq, Kangirsuk, Inukjuak, Puvirnituq, Salluit, Kuujjuaraapik
		12. Regional Research Centre	Kuujjuaq
		13. Short-Term Lodging	Umiujaq, Ivujivik, Kuujjuaraapik, Akulivik, Inukjuak, Kangiqsujuaq, Puvirnituq, Salluit, Aupaluk, Tasiujaq, Kangiqsualujjuaq, Kuujjuaq, Kangirsuk
NUNAVUT **Kitikmeot**	11	1. Airport Expansions and Upgrades	Cambridge Bay, Kugluktuk
		2. Community Food and Goods Warehousing	Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, Taloyoak
		3. Community Renewable Energy	Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, Taloyoak
		4. Construction of Long-Term Care Facilities for Elders	Kugaaruk, Kugluktuk, Taloyoak
		5. Expansion of Gjoa Haven Long-Term Care Facility	Gjoa Haven
		6. Funeral Homes and Morgues	Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, Taloyoak
		7. Grays Bay Road and Port	Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, Taloyoak
		8. Reconstruction of Swimming Pool	Cambridge Bay
		9. Road Maintenance	Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, Taloyoak
		10. Shelters and Safehouses	Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, Taloyoak
		11. Small Craft Harbours	Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, Taloyoak

REGION	TOTAL NUMBER OF PROJECTS	PROJECT NAME	COMMUNITIES
NUNAVUT **Kivalliq**	16	1. Boarding Home and Health Services facilities	Rankin Inlet
		2. Bridge Infrastructure	Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Rankin Inlet, Whale Cove
		3. Funeral Homes and Morgues	Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Rankin Inlet, Whale Cove
		4. Group Home Facility	Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Rankin Inlet, Whale Cove
		5. Harbours	Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Rankin Inlet, Whale Cove
		6. Helicopter Hangar	Baker Lake
		7. Intercommunity Barge Vessel	Across the Kivalliq Region
		8. Intercommunity Roads	Arviat, Baker Lake, Chesterfield Inlet, Rankin Inlet, Whale Cove
		9. Inuit-Owned Land Development	Rankin Inlet
		10. Kivalliq Hydro-Fibre Link	Arviat, Baker Lake, Chesterfield Inlet, Rankin Inlet, Whale Cove
		11. Local Broadband and Last-Mile Fibre	Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Rankin Inlet, Whale Cove
		12. Modular Home Factory	Naujaat
		13. Municipal Garages and Maintenance Shops	Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Whale Cove
		14. Renewable Energy Training Facility	Baker Lake
		15. Self-Storage	Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Rankin Inlet, Whale Cove
		16. Waste Management Facility	Rankin Inlet
NUNAVUT **Qikiqtani**	13	1. Community Land Development (Civil Works)	Artic Bay, Clyde River, Grise Fiord, Igloolik, Iqaluit, Kimmirut, Kinngait, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, Sanikiluaq, Sanirajak
		2. Daycares	Sanirajak
		3. Elder Care Facility	Iqaluit
		4. Food Facilities	Artic Bay, Clyde River, Grise Fiord, Igloolik, Iqaluit, Kimmirut, Kinngait, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, Sanikiluaq, Sanirajak
		5. Inuit-Owned Land Development - Phase 3	Iqaluit
		6. Last-Mile Fibre	Artic Bay, Clyde River, Grise Fiord, Igloolik, Iqaluit, Kimmirut, Kinngait, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, Sanikiluaq, Sanirajak
		7. Multipurpose Centre	Igloolik
		8. Nauttiqsuqtiit Centres	Igloolik, Iqaluit, Kimmirut, Kinngait, Pangnirtung, Qikiqtarjuaq, Sanikiluaq, Sanirajak
		9. Nunavut Heritage Centre	Iqaluit
		10. Qikiqtarjuaq Port – Land-Based Infrastructure	Qikiqtarjuaq
		11. Renewable Energy Projects	Iqaluit
		12. Small Craft Harbours	Artic Bay, Grise Fiord, Igloolik, Kimmirut, Kinngait, Qikiqtarjuaq, Resolute Bay, Sanikiluaq, Sanirajak
		13. Waste Management Equipment	Artic Bay, Clyde River, Grise Fiord, Igloolik, Kimmirut, Kinngait, Iqaluit, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, Sanikiluaq, Sanirajak

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