Municipal Infrastructure Briefing

Federal Infrastructure | Transit | Climate Adaptation | Community Facilities

Prepared by

NORTHERN ARC PUBLIC AFFAIRS

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CONFIDENTIAL

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> *"Investing in our communities is not just about building things. It is about building Canada strong, today and for generations to come."*
>
> **The Rt. Hon. Mark Carney, Prime Minister of Canada**
>
> Build Communities Strong Fund Launch, Brampton | April 7, 2026

$51B	$3B/yr	$6B	$3.4B
Build Communities Strong Fund	Canada Public Transit Fund	Direct Delivery Stream	Disaster Mitigation & Adaptation Fund

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Executive Summary

On April 7, 2026, Prime Minister Carney launched the Build Communities Strong Fund, committing $51 billion over ten years to community infrastructure across Canada. The Fund's Direct Delivery stream alone allocates $6 billion for projects where municipalities, Indigenous organizations, and community groups apply directly to the federal government. The Canada Public Transit Fund adds $3 billion per year starting in fiscal 2026-27. The Canada Housing Infrastructure Fund provides $1 billion in direct delivery for water, wastewater, and solid waste infrastructure that enables housing. The Disaster Mitigation and Adaptation Fund has committed $3.4 billion for climate resilience projects. The scale of federal infrastructure investment available to Canadian municipalities has no modern precedent.

Most municipalities between 25,000 and 250,000 people do not have federal government relations capacity. Their Mayors know their local MP. Their CAOs submit applications through federal portals. But they are not positioned at the ministerial level with Minister Robertson's office, the relevant Regional Development Agency Minister, or the PMO. The result is that technically eligible communities lose infrastructure allocations to municipalities that have done the political groundwork before application windows open.

This briefing maps the federal infrastructure funding landscape for Canadian municipalities in the 25,000 to 250,000 population range. It outlines a strategic roadmap to capture $5 to $50 million in federal infrastructure support over 6 to 12 months, spanning non-repayable contributions, climate adaptation funding, transit investment, and community facility capital. Northern Arc's value is not paperwork. It is the political positioning at the ministerial, Deputy Minister, and PMO level that determines which projects are funded and which communities become the ones Ottawa points to when it needs to demonstrate infrastructure investment.

WHAT MAKES MID-SIZE MUNICIPALITIES DIFFERENT IN THE FEDERAL LANDSCAPE

Eligible for Every Major Stream. Municipalities between 25,000 and 250,000 qualify for the Build Communities Strong Fund (all three streams), the Canada Public Transit Fund, the Housing Infrastructure Fund, the Disaster Mitigation and Adaptation Fund, the Green and Inclusive Community Buildings program, and the Canada Infrastructure Bank. The programs exist. The eligibility is clear. What is missing is the ministerial positioning that separates funded projects from unfunded ones.

Too Large to Ignore, Too Small to Staff. Cities above 150,000 typically have intergovernmental affairs offices. Communities below 25,000 rely on formula-based transfers. The 25,000 to 150,000 range has real infrastructure needs, operating budgets that can absorb a retainer engagement, and no dedicated federal GR capacity. This is the gap Northern Arc fills.

Infrastructure Needs Are Urgent and Visible. Aging water systems, community centres that need replacement, transit gaps, climate adaptation for flood and fire risk, accessibility upgrades, and housing-enabling infrastructure. These are not abstract policy goals. They are projects that communities can see, touch, and vote on. Every federal dollar invested is visible to residents.

CANADA’S INFRASTRUCTURE COMMITMENT: THE NATIONAL ARGUMENT

Prime Minister Carney has made community infrastructure a centrepiece of his mandate. The Build Communities Strong Fund, the Canada Public Transit Fund, and the Housing Infrastructure Fund reflect a recognition that strong communities require modern infrastructure. The first tranche of 13 BCSF projects announced on April 7 included a $64 million community centre in Brampton. The government is actively seeking municipal partners who can deliver visible, impactful projects across the country.

The Federation of Canadian Municipalities has estimated a national infrastructure deficit of $175 billion. The federal government’s response is the largest community infrastructure investment in Canadian history. But $51 billion over ten years, delivered through competitive and merit-based streams, means that not every municipality will capture its share. The municipalities that position their projects at the ministerial level will. The ones that submit through portals and wait will not.

THE COMPETITIVE GAP: WHY URGENCY MATTERS

The Build Communities Strong Fund announced its first 13 projects within weeks of launch. Bilateral agreements with provinces for the $17.2 billion Provincial/Territorial stream are being finalized in summer 2026. The Canada Public Transit Fund begins allocating $3 billion per year in fiscal 2026-27. The municipalities that have established relationships with Minister Robertson’s office, their RDA Minister, and the relevant provincial infrastructure ministry are the ones whose projects will be in the first tranches.

A six-month Northern Arc engagement costs $60,000. A single BCSF Direct Delivery project could be worth $5 to $50 million. The return on engagement exceeds 80:1 at the conservative end. The question is not whether your community deserves this infrastructure. The question is whether your projects will be funded before allocations are committed.

How Federal Decisions Are Actually Made

Before examining specific infrastructure programs, it is essential to understand how federal decisions actually happen. Program guidelines describe eligibility criteria and application processes. They do not describe how decisions are made. The gap between formal process and actual decision-making is where infrastructure projects are funded or passed over.

Political Level: Ministers and Ministerial Staff. Minister Robertson at Housing, Infrastructure and Communities decides which community projects receive Build Communities Strong Fund support. The relevant RDA Minister (Olszewski for PrairiesCan, Solomon for FedDev Ontario, and others) shapes regional infrastructure priorities. Ministerial staff filter what reaches the Minister and shape how projects are framed.

Bureaucratic Level: Deputy Ministers and ADMs. Deputy Ministers and ADMs evaluate technical merit and make recommendations. A technically sound application that aligns with departmental priorities receives favourable evaluation. The bureaucratic level ensures that political interest translates into defensible decisions.

Central Agency Level: The Prime Minister's Office. The PMO coordinates across departments and ensures alignment with the government's infrastructure and economic strategy. When the PMO understands that a particular community's infrastructure project advances national priorities, that understanding shapes how multiple departments approach the file.

Most municipalities engage only with program administrators who process applications. They submit paperwork and wait. Northern Arc ensures that when applications reach decision points, the political level has already identified the community as strategically important, the bureaucratic level has assessed the project favourably, and the PMO already understands how supporting this municipality advances national infrastructure priorities.

Part One: Federal Infrastructure Programs

The federal government has committed tens of billions to community infrastructure, transit, climate adaptation, and housing-enabling systems. The following programs represent the highest-value opportunities for mid-size Canadian municipalities, with a combined target of $5 to $50 million over 6 to 12 months.

Program	Type	Target Amount	Timeline
BCSF Direct Delivery	Non-repayable	$5M – $25M	From 2026-27
BCSF P/T Stream	Non-repayable	$5M – $20M	Bilateral 2026
Canada Public Transit Fund	Non-repayable	$3M – $15M	From 2026-27
Housing Infrastructure Fund	Non-repayable	$2M – $10M	From 2026-27
DMAF	Non-repayable	$1M – $10M	Merit-based

Green & Inclusive Bldgs	Non-repayable	$100K – $25M	Intake-based
Natural Infrastructure Fund	Non-repayable	$1M – $5M	Merit-based
Canada Infrastructure Bank	Loan / equity	$10M+	Ongoing
Enabling Accessibility Fund	Non-repayable	$500K – $1M	Annual intake
Housing Accelerator Fund	Non-repayable	$2M – $10M	Ongoing
FCM Green Municipal Fund	Loan + grant	$1M – $10M	Ongoing
Universal Broadband Fund	Non-repayable	$1M – $5M	Ongoing
Short-Term Rental Enforcement	Non-repayable	Up to $1M	Ongoing
COMBINED FUNDING TARGET		$5 – $50 MILLION	

Build Communities Strong Fund

BUILD COMMUNITIES STRONG FUND: $51 BILLION OVER TEN YEARS

Launched by Prime Minister Carney on April 7, 2026, the BCSF delivers funding through three streams. The Provincial/Territorial stream ($17.2 billion) supports provincial infrastructure priorities through bilateral agreements. The Direct Delivery stream ($6 billion) accepts applications directly from municipalities, Indigenous organizations, and eligible community organizations for regionally significant projects, climate adaptation, and community infrastructure. The Community stream ($27.8 billion, formerly the Canada Community-Building Fund) provides formula-based per capita allocations for local infrastructure priorities including roads, bridges, water, and recreation.

Direct Delivery Stream ($6B). This is where ministerial positioning matters most. The Direct Delivery stream is competitive and merit-based. Projects are evaluated and selected by Housing, Infrastructure and Communities Canada. Municipalities that have positioned their projects with Minister Robertson's office before the application window opens have a material advantage.

Provincial/Territorial Stream ($17.2B). Provinces include municipal projects in bilateral agreements with the federal government. Northern Arc positions municipal infrastructure with both the federal Minister and the provincial government to ensure inclusion in the bilateral agreement. This is political positioning, not application preparation.

What Northern Arc Does: Position the municipality's priority infrastructure projects with Minister Robertson's office. Engage with provincial infrastructure ministries for P/T stream inclusion. Ensure the file is flagged in federal regional project pipelines.

Target: $5 to $25 million. Timeline: From fiscal year 2026-27.

Canada Public Transit Fund

The CPTF provides $3 billion per year for public transit and active transportation, beginning in 2026-27. Three streams: Metro-Region Agreements for large urban centres, Baseline Funding for communities of all sizes, and Targeted Funding continuing projects from the Active Transportation Fund, Rural Transit Solutions Fund, and Zero Emission Transit Fund. For municipalities in the 25,000 to 250,000 range, the Baseline Funding stream is the primary pathway.

What Northern Arc Does: Position the municipality's transit and active transportation priorities with Minister Robertson's office. Ensure alignment with the CPTF's housing supply and affordability linkage requirements.

Target: $3 to $15 million. Timeline: From fiscal year 2026-27.

Canada Housing Infrastructure Fund

The CHIF supports water, wastewater, stormwater, and solid waste infrastructure that enables housing development. The direct delivery stream ($1 billion) accepts applications from municipalities and Indigenous organizations. The P/T stream ($5 billion) flows through provincial agreements. For municipalities planning residential growth, CHIF provides the enabling infrastructure funding that makes housing development possible.

What Northern Arc Does: Position the municipality's housing-enabling infrastructure projects with HICC. Ensure alignment with federal housing supply targets and the provincial housing bilateral agreement.

Target: $2 to $10 million. Timeline: From fiscal year 2026-27.

Disaster Mitigation and Adaptation Fund

The DMAF has committed $3.4 billion for structural and natural infrastructure projects that increase community resilience to climate change, floods, wildfires, drought, and extreme weather. Projects must have a minimum of $1 million in total eligible costs. The federal government covers up to 40% of municipal project costs. Municipalities are primary eligible applicants.

Why This Matters for Mid-Size Municipalities: The FCM has noted that smaller communities often lack the resources to manage DMAF applications, meaning communities with the strongest political voice capture the funding. Northern Arc ensures mid-size municipalities have that voice.

What Northern Arc Does: Position the municipality's climate adaptation projects with HICC and Minister Dabrusin at ECCC. Ensure the application is framed within the National Adaptation Strategy and the government's climate resilience commitments.

Target: $1 to $10 million. Timeline: Merit-based, intake windows announced.

Green and Inclusive Community Buildings

The GICB program funds retrofits of existing community buildings ($100K to $3M for small/medium projects) and new construction or major retrofits ($3M to $25M for large projects). Eligible buildings include community centres, recreation facilities, cultural spaces, and other publicly accessible buildings. Municipalities are primary eligible applicants.

What Northern Arc Does: Position the municipality's community building projects for GICB intake windows. Ensure alignment with federal accessibility, net-zero, and community resilience priorities.

Target: $100K to $25 million. Timeline: Intake-based.

Natural Infrastructure Fund

The NIF invests $200 million in projects using natural or hybrid approaches to protect communities from climate change. Wetlands for flood control, urban forests for heat mitigation, and green stormwater infrastructure are all eligible. Municipalities are primary applicants.

Target: $1 to $5 million. Timeline: Merit-based.

Canada Infrastructure Bank

CIB invests in large-scale infrastructure exceeding $10 million across green infrastructure, public transit, broadband, trade corridors, and clean power. CIB uses loans, equity, and structured finance to attract private co-investment. For municipalities with major infrastructure projects that can generate revenue or savings (transit, broadband, district energy), CIB provides patient capital at a scale contribution programs cannot match.

Target: $10 million and above. Timeline: Ongoing.

Enabling Accessibility Fund

The 2026 call increased the EAF ceiling to $500,000 to $1,000,000 for mid-sized and major accessibility projects. Municipal buildings, recreation centres, community facilities, and public spaces are eligible. Municipalities and municipal agencies are primary applicants.

Target: $500K to $1 million. Timeline: Annual intake.

Housing Accelerator Fund

The Housing Accelerator Fund provides direct federal funding to municipalities to accelerate housing supply by reforming zoning, permitting, and development approval processes. HAF is one of the most high-profile federal programs for municipalities in the Carney government's housing agenda. Municipalities apply directly and receive funding tied to commitments to increase housing supply, densify near transit, and reform development processes. HAF funding flows to municipalities as the direct recipient, making it one of the few federal programs where the municipality is both the applicant and the beneficiary.

Why This Matters for Mid-Size Municipalities: HAF is explicitly designed for municipalities. The political visibility of HAF announcements is high because every HAF agreement is a joint announcement between the federal government and the municipal government. For mid-size municipalities that have not engaged federal Ministers on housing, HAF is the most natural entry point for the relationship.

What Northern Arc Does: Position the municipality's housing supply commitments with Minister Robertson's office. Ensure the HAF application is framed within the federal housing supply narrative. Pursue a joint federal-municipal announcement opportunity.

Target: $2 to $10 million. Timeline: Ongoing.

FCM Green Municipal Fund

FCM GREEN MUNICIPAL FUND: $1.65 BILLION REVOLVING FUND

The Green Municipal Fund is a $1.65 billion endowment managed by the Federation of Canadian Municipalities. GMF provides below-market loans (often at 1.5% to 2%) and grants (up to 50% of eligible costs for studies, up to 15% for capital projects) for sustainable municipal infrastructure. Eligible categories include energy, water, waste, and transportation. GMF loans stack with federal contribution programs like BCSF and DMAF, meaning a municipality can layer GMF financing underneath federal non-repayable contributions to maximize the total investment in a project.

Why This Matters: GMF is the most accessible financing tool for municipalities pursuing green infrastructure. The below-market rates and grant components reduce the municipal borrowing burden. GMF also provides study grants ($175,000 maximum) for feasibility studies and pilot projects, which can be used to develop the engineering and cost analysis required for larger federal applications.

What Northern Arc Does: Advise on GMF stacking strategy alongside federal contribution programs. Ensure the municipality's GMF-financed projects align with federal infrastructure priorities so that political positioning and GMF financing reinforce each other.

Target: $1 to $10 million (loans and grants combined). Timeline: Ongoing, continuous intake.

Universal Broadband Fund

The Universal Broadband Fund supports broadband infrastructure projects in underserved communities. For municipalities in the 25,000 to 100,000 range with connectivity gaps, particularly in Alberta, British Columbia, and rural Ontario, UBF provides non-repayable contributions for last-mile and backbone broadband infrastructure. Municipalities can apply as proponents or as partners with internet service providers.

What Northern Arc Does: Position the municipality's broadband infrastructure needs with ISED and the relevant RDA. Ensure the project is framed within the government's connectivity and digital equity commitments.

Target: $1 to $5 million. Timeline: Ongoing.

Short-Term Rental Enforcement Fund

The Short-Term Rental Enforcement Fund provides $50 million to support municipalities and Indigenous communities with enforcement of restrictions on non-compliant short-term rentals. For municipalities struggling with housing availability and the impact of short-term rental platforms on rental stock, this fund provides dedicated enforcement capacity. Municipalities are the exclusive eligible applicants.

What Northern Arc Does: Position the municipality's enforcement needs within the federal housing supply narrative. Ensure alignment with Minister Robertson's office on the connection between short-term rental enforcement and housing availability.

Target: Up to $1 million. Timeline: Ongoing.

Key Dates and Deadlines

Program	Type	Target Amount	Timeline
BCSF Direct Delivery		Applications expected	2026-27
BCSF P/T bilateral agreements		Finalized	Summer 2026
Canada Public Transit Fund		Allocations begin	2026-27
Housing Infrastructure Fund		Direct delivery open	2026-27
DMAF		Next intake TBD	Monitor
GICB		Third intake	Check dates
Housing Accelerator Fund		Ongoing intake	Ongoing
FCM Green Municipal Fund		Continuous intake	Ongoing
Universal Broadband Fund		Ongoing	Monitor
Enabling Accessibility Fund		Annual intake	Check dates

Part Two: Federal Departments and Positioning

Understanding which federal ministries control infrastructure allocations is essential for strategic positioning. The goal is not just to apply for programs, but to ensure that when applications arrive, decision-makers already understand why your community's project matters.

Housing, Infrastructure and Communities Canada

PRIORITY: HIGH | Minister: Hon. Gregor Robertson | Mandate: BCSF, CPTF, CHIF, DMAF, GICB, NIF

Why They Care: Minister Robertson oversees every major infrastructure program relevant to municipalities. The BCSF, CPTF, CHIF, DMAF, GICB, and NIF are all within his portfolio. His office makes the highest-impact decisions on which municipal projects receive Direct Delivery funding. For any municipality seeking federal infrastructure investment, Robertson's office is the primary political target.

What Northern Arc Does: Position the municipality's priority projects with Minister Robertson's office. Ensure the file is understood as regionally significant and aligned with federal housing, climate, and community development priorities. Engage with HICC's regional teams to ensure bureaucratic alignment accompanies political awareness.

Regional Development Agencies

PRIORITY: HIGH | Each RDA delivers regional economic development and infrastructure support

PrairiesCan (AB, SK, MB) under Minister Olszewski delivers ecosystem and regional priorities programming. FedDev Ontario under Minister Solomon delivers business and ecosystem support. ACOA, CED, PacifiCan, CanNor, and FedNor each serve their respective regions. RDA Ministers have influence over regional infrastructure project prioritization and can advocate for municipal projects within the broader federal cabinet process.

What Northern Arc Does: Introduce the municipality to the relevant RDA's regional leadership. Position the file with the RDA Minister's office. Ensure the municipality's infrastructure projects are understood as regional economic development priorities.

Environment and Climate Change Canada

PRIORITY: MEDIUM | Minister: Hon. Julie Dabrusin | Mandate: Climate adaptation, National Adaptation Strategy

ECCC's mandate includes the National Adaptation Strategy and climate resilience commitments. DMAF applications are evaluated against climate risk criteria where ECCC's priorities carry weight. For municipalities with flood, wildfire, drought, or extreme weather exposure, ECCC engagement strengthens the climate adaptation framing of infrastructure applications.

Transport Canada

PRIORITY: MEDIUM | Transit and active transportation infrastructure

Transport Canada works with HICC on the Canada Public Transit Fund and active transportation programming. For municipalities pursuing transit projects, Transport Canada's technical evaluation informs funding decisions. Municipalities with zero-emission transit plans receive preferential consideration.

Federal Engagement Summary

Department	Priority	Minister	Key Opportunity
Housing/Infra (HICC)	HIGH	Gregor Robertson	BCSF, CPTF, CHIF, DMAF, HAF, GICB
RDAs	HIGH	Olszewski / Solomon	Regional infrastructure priorities
ECCC	MEDIUM	Julie Dabrusin	Climate adaptation, DMAF framing
Transport Canada	MEDIUM	Chrystia Freeland	Transit, active transportation
FCM	PARTNER	N/A	GMF, asset management, advocacy

Part Three: Provincial Stacking and FCM Resources

Provincial infrastructure programs stack with federal funding and strengthen applications. The Build Communities Strong Fund's P/T stream ($17.2 billion) requires provincial matching, meaning provincial infrastructure priorities directly determine which municipal projects receive federal support.

Alberta. Municipal Sustainability Initiative (MSI) and its successor, the Local Government Fiscal Framework, provide provincial infrastructure funding that stacks with federal programs. Alberta's Water for Life Strategy and Climate Resilience programs complement federal DMAF and CHIF applications.

Ontario. Ontario Community Infrastructure Fund ($400 million in 2026) supports small, rural, and northern community infrastructure. The Ontario Municipal Partnership Fund and provincial transit funding complement federal CPTF and BCSF applications.

British Columbia. BC's CleanBC Communities Fund, Community Emergency Preparedness Fund, and Infrastructure Planning Grant Program complement federal applications. Provincial climate adaptation funding stacks with DMAF.

FEDERATION OF CANADIAN MUNICIPALITIES (FCM) RESOURCES

FCM's Municipal Asset Management Program ($110 million) helps municipalities make informed infrastructure investment decisions. FCM's Green Municipal Fund provides below-market loans and grants for sustainable infrastructure. FCM advocacy and capacity-building resources complement Northern Arc's ministerial positioning by ensuring municipal applications meet federal technical and asset management requirements.

Why Mid-Size Municipalities Are Positioned to Succeed

Infrastructure Needs Are Real and Visible. Water treatment plants, community centres, transit routes, flood mitigation systems, and accessibility upgrades are tangible projects that federal

Ministers can announce and that residents can see. Every federal dollar invested in municipal infrastructure is a visible, high-impact investment that plays well across every constituency.

The ROI Math Is Compelling. FCM estimates $1 of federal infrastructure investment generates $1.50 to $1.80 in GDP impact. For a municipality, a single BCSF project can transform a community's infrastructure for a generation. A six-month engagement at $60,000 targeting $5 to $50 million in federal funding is the highest-return investment a municipal council can make.

Federal Ministers Need Municipal Success Stories. When Minister Robertson announces BCSF projects, he needs projects across the country, not just in major cities. Mid-size municipalities that position their projects as regionally significant, visible, and ready to proceed are exactly the announcements his office wants to make.

The Funding Window Is Finite. The BCSF runs for ten years, but the first tranches are being allocated now. Bilateral agreements are being finalized in summer 2026. CPTF allocations begin in 2026-27. The DMAF is already oversubscribed, with $2.2 billion of its $3.4 billion pool committed and more requests than remaining capacity. Housing Accelerator Fund agreements are being signed with municipalities across the country, and each one is a joint federal-municipal announcement that builds political momentum for the program. Municipalities that establish ministerial relationships in the next six months will capture the early allocations. Those that wait will compete for what remains.

POLITICAL VALUE: WHY SUPPORTING MID-SIZE MUNICIPALITIES IS A WIN FOR GOVERNMENT

PM Carney has committed to building communities strong across Canada. Ministers need infrastructure announcements in every region, not just major cities. A water treatment upgrade in Red Deer, a community centre in Peterborough, a transit expansion in Kelowna, a flood mitigation project in Grande Prairie: these are the announcements that demonstrate federal investment is reaching communities that voters can see. Mid-size municipalities that Northern Arc positions are the communities Ministers should be pointing to.

What Northern Arc Public Affairs Brings

Northern Arc exists to align political will with bureaucratic process. We ensure that when federal infrastructure decisions are made, our clients are the answer that Ministers, Deputy Ministers, and the PMO have already agreed upon.

Hon. Kent Hehr, P.C., LL.B., Principal. Kent served as a Cabinet Minister in the Government of Canada, including as Minister of Sport and Persons with Disabilities and Minister of Veterans Affairs. He sat at the Cabinet table where funding decisions are approved. He understands how

Ministers think, what they respond to, and how to frame infrastructure projects for political support.

Abed Harb, Managing Partner. Abed served in the Prime Minister's Office and as Senior Advisor to multiple Ministers. He understands how the PMO coordinates national infrastructure strategy, how ministerial offices evaluate projects, and how to ensure alignment across departments.

Engagement Timeline and Deliverables

Months 1-2: Foundation.

Deliver a tailored Federal Infrastructure Briefing identifying every program the municipality qualifies for, with a sequenced engagement strategy and combined funding target. Initiate ministerial contact with Minister Robertson's office and the relevant RDA Minister. Begin positioning priority projects for BCSF Direct Delivery and CPTF allocations.

Months 3-4: Building Momentum.

Deepen ministerial relationships from introduction to substantive engagement. Engage with provincial infrastructure ministries for BCSF P/T stream bilateral agreement inclusion. Position DMAF and GICB applications for upcoming intakes. Pursue site visit or announcement opportunities for ministerial staff visiting the region.

Months 5-6: Consolidation.

Ensure the municipality's infrastructure file is understood across all relevant federal departments. Build PMO-level awareness. Monitor for new intake windows and Budget 2027 infrastructure commitments. Position the municipality for ongoing CPTF and BCSF allocations beyond the initial engagement.

Investment and Expected Return

Northern Arc Public Affairs works on a monthly retainer of $10,000 plus applicable taxes. The initial engagement period is six months, providing sufficient time to deliver a tailored Federal Infrastructure Briefing, position for priority funding applications, establish ministerial relationships across all relevant portfolios, and begin PMO awareness building.

The agreement includes a 30-day termination clause. After six months, the agreement continues month-to-month. Infrastructure funding cycles are long-lead. The Build Communities Strong Fund runs for ten years. The Canada Public Transit Fund provides $3 billion per year ongoing. Ongoing engagement ensures municipalities capture allocations as they arise.

ONGOING ENGAGEMENT

Federal engagement is not a one-time event. It is an ongoing relationship. Ministerial staff turn over. New intake windows open. Budget 2027 will bring new infrastructure commitments. Provincial bilateral agreements evolve. The foundational work of the first six months creates relationships. Ongoing engagement maintains and leverages them as infrastructure funding opportunities crystallize across multiple federal fiscal years.

Expected Return

A six-month initial engagement totaling $60,000 targets $5 to $50 million in federal infrastructure funding. Even at the conservative end, the return on engagement exceeds 80:1. Beyond direct financial return, federal recognition provides strategic advantages: enhanced credibility with provincial infrastructure ministries, stronger positioning for future funding rounds, and reputational validation as a community that Ottawa knows and supports.

Conclusion

The federal government has committed unprecedented resources to community infrastructure. The Build Communities Strong Fund ($51 billion), the Canada Public Transit Fund ($3 billion per year), the Housing Infrastructure Fund, the Disaster Mitigation and Adaptation Fund ($3.4 billion), and the Green and Inclusive Community Buildings program represent the largest infrastructure investment pipeline in Canadian history.

The gap is not eligibility. Every municipality in Canada between 25,000 and 250,000 people qualifies for multiple programs simultaneously. The gap is positioning. Municipalities that submit through portals and wait are competing against communities that have already built ministerial awareness, aligned their projects with federal priorities, and established the political groundwork that transforms a technically sound application into a funded one.

Northern Arc provides the political positioning that closes that gap. The six-month engagement delivers comprehensive positioning across ministerial offices, RDAs, HICC, and the PMO. The target is $5 to $50 million in federal infrastructure support over 6 to 12 months. The opportunity is now.

Northern Arc Public Affairs looks forward to partnering with your municipality to capture the federal infrastructure investment that your community deserves.

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