



Northern Strategy Intermediary Partnership

Stage 2 Application

Instructions to complete the application form

This application form is structured to help you give reviewers easy access to your project information. This form is divided into the following sections:

- Part 1 - General information
- Part 2 - Project summary
- Part 3 - Project details
- Part 4 - Project work plan and budget
- Part 5 - Declaration

Complete Stage 2 applications are due on **June 13, 2022, by 11:59pm ET** and may be submitted to northern@fsc-ccf.ca.

Stage 2 applications will be considered complete when they include the following:

- **Full Project Application Form** – submitted as a PDF attachment using this template
- **Work plan** – submitted as a PDF attachment
- **Detailed budget form** – submitted as an excel attachment using the template provided

All documents should use the following filename format:

- Leadorganization Application.pdf
- Leadorganization Work Plan.pdf
- Leadorganization Budget.xlsx (only.xlsx files can be uploaded)
- Any supporting documents should use the same filename format

Please note that the individuals assessing the Stage 2 applications will be different from those who reviewed the Stage 1 Letter of Expression of Interest and therefore in some cases FSC-CCF is repeating requests for some information. Do not assume the assessor will have access to your Stage 1 Letter of Expression of Interest submission.

Feel free to cut and paste from your Stage 1 submission to your Stage 2 application as your organization determines is appropriate.

If you would like to request accommodations or other types of support, or if you have any questions while compiling your application, you may contact our team at northern@fsc-ccf.ca. We would be happy to answer any questions or discuss the details of your application.

PART 1 - GENERAL INFORMATION

1. Lead organization

Name of lead organization

Qikiqtaaluk Corporation

Business # or charitable #

13770 5190

Name of organization president or equivalent

Harry Flaherty, President and CEO

Name and title of project lead

Jerry Ward, Director of Fisheries

Project lead's preferred method of contact (email address and phone number)

jward@qcorp.ca, 709 325-0822

Mission statement and brief description of organization

QC is the Inuit birthright corporation for the Qikiqtani region, 100% owned by the Qikiqtani Inuit Association (QIA), with responsibility for identifying employment and economic development opportunities for the region's Inuit population.

As the Inuit birthright development corporation, QC has a responsibility to

strengthen the social and economic well-being of Nunavut and the 15,500 Inuit it represents. The QIA created QC in 1983 as their for-profit development arm. QC strives to make a positive difference for Inuit, communities and the Nunavut economy through dedication and determination to create meaningful employment and business opportunities. Upholding Inuit principles and values, QC is committed to working collaboratively to serve and provide for our communities.

Since 1983, QC has grown from a one-person company to a group of companies with over 600 employees. Through these companies, QC has strategically established business in fisheries, transportation, telecommunication, hospitality, energy, environment, construction, retail, and real estate.

(150 words maximum)

Organization's website

www.qcorp.ca

Organization's address

922 Niaqunngusiaq Road, P.O. Box 1228, Iqaluit, NU X0A 0H0

Organization's phone number

867 979-8400

What was your organization's total budget in the last fiscal year?

\$21,768,000 for QC and \$124,852,594 consolidated (all wholly owned companies) for 2022

Please provide the total full time equivalent staff at your organization and break down by the number of full and part-time staff members, as well as temporary workers. What role do volunteers play in your organization, if any?

For the QC Group of Companies, for the 2020 calendar year, 693 individuals were employed with a total salary and benefits of \$33.9 Million, with Inuit accounting for 296 of those positions. These Inuit employment levels for 2020 were impacted by COVID-19 in the mining and fishery sectors. In support of its Inuit employees during the COVID-19 pandemic, QC maintained 47 Inuit on salaries who were unable to go to their worksite, at a cost to the company of over \$3.1 Million. QC's head office has 22 full time and 16 part time personnel (25 FTEs).

(100 words maximum)

2. Proposed project

Project title

Inshore Fishery Development in the Qikiqtani Region of Nunavut

Project start and end dates

September 2022 through September 2023

Projects must end no later than September 30, 2023, FSC will need to receive your final activity report and audited financial statement by the end of 2023.

Amount requested from FSC (total)

\$1,000,000

Project partners and their province or territory of location (if applicable)

Please include any organizations that will be co-delivering elements of your project, and whose involvement is a vital component of the program design. If the lead applicant is applying on behalf of a consortium, other organizations participating in this consortium should be listed here.

**SmartICE – Head office in NL, operations in NL and NU
Training Works – Head office in NL**

PART 2 - PROJECT SUMMARY

1. Project “one-liner”

In 1–2 sentences, what critical insights and contributions into skills innovation in Northern Canada will your project aim to provide and how?

Utilizing innovative approaches to skills training and mentorship/coaching, initiate an Inuit-led, two community pilot program to train Inuit community members and identify entrepreneurship/small business opportunities as part of a \$30M–\$40M 5-year Inshore Fisheries Research and Development Plan in the Qikiqtani region.

(50 words maximum)

2. Project summary

How would you summarize your project in one paragraph? What is the value and impact your project hopes to achieve as it relates to small and medium-sized enterprises (SMEs) and entrepreneurship for the North and why does it matter to the future success of the region(s) served?

Over the next five years, QC is seeking to address the human resource needs for successful inshore fisheries research and development in the Qikiqtani region. This will cover all aspects from: attracting young Inuit to the opportunities in the sector; to training for opportunities in research, vessel operations and winter and summer fishing, and onshore fish handling and processing; to identifying and supporting the development of the entrepreneurs/small business owners, and managers required for success.

One critical element of the proposed HR development plan is Entrepreneurship/Small Business and Management Training/Mentorship – Successful inshore fishery development will require local entrepreneurs and small business managers to be identified and developed. Work will be required to identify potential entrepreneurs/small business owners and fishery managers for training and mentorship.

Initial plans are to start with pilot projects for two communities in Year 1 and to expand the program over the next five years to reach all 13 Qikiqtani communities. It is anticipated that this project will lead to an innovative approach to Indigenous community-based entrepreneurship and small business development that can be extended in subsequent years to QC's other communities and more broadly to other regions and to other sectors of the northern economy.

(200 words maximum)

3. Other information

Please list the province(s) and/or territories served for this project.

Please note that applicants will not be looked upon more or less favourably based on the number of geographic areas selected.

	Alberta
	British Columbia
	Manitoba
	New Brunswick
	Newfoundland and Labrador
	Nova Scotia
	Ontario

	Prince Edward Island
	Quebec
	Saskatchewan
	Northwest Territories
X	Nunavut
	Yukon
	Other – Please explain:

Please list specific Northern Canada region(s) or community/ies for each of the provinces and territories you have selected above where activities will take place:

Qikiqtani Region of Nunavut, project to start in 2-4 communities in 2022/23 and expand to all 13 communities over 5 years. Initial communities under consideration include Sanirajak, Igloolik, Sanikiluaq and Kinngait

Please identify the target population(s) served through this project.

If you check more than one target population, please number starting with “1” for the primary target population on which your project will focus. Please note that applicants will not be looked upon more or less favourably based on the number of populations selected.

	Immigrants
1	Indigenous peoples
	LGBTQ2S+ peoples
	Newcomers (arrived in Canada in the last 5 years)
	Older adults (65 years and older)
2	People from rural, remote and Northern communities
	People living in official language minority communities
3	People with essential skills gaps
	People without post-secondary education
	Persons with disabilities and Deaf persons
	Racialized persons
	Refugees

	Veterans
	Women
4	Youth (age 15-29)
	Other – Please explain:

Please identify whether your organization’s leadership comprises the following target populations.

	Immigrants
Yes	Indigenous peoples
	LGBTQ2S+ peoples
	Newcomers (arrived in Canada in the last 5 years)
	Older adults (65 years and older)
Yes	People from rural, remote and Northern communities
	People living in official language minority communities
	People with essential skills gaps
	People without post-secondary education
	Persons with disabilities and Deaf persons
	Racialized persons
	Refugees
	Veterans
	Women
	Youth (age 15-29)
	Other – Please explain:

Please identify the industry sector(s) your project is designed to impact.

If you check more than one industry sector, please number starting with “1” being the primary focus. Please note that applicants will not be looked upon more or less favourably based on the number of populations selected.

1	Agriculture, forestry, fishing and hunting
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	Mining, quarrying, oil and gas extraction
	Utilities
	Construction
	Manufacturing
	Wholesale trade
	Retail trade
	Transportation and warehousing
	Information and cultural industries
	Finance and insurance
	Real estate and rental and leasing
3	Professional, scientific, and technical services
2	Management of companies and enterprises
	Administrative and support, waste management and remediation services
	Educational services
	Healthcare and social assistance
	Arts, entertainment and recreation
	Accommodation and food services
	Other services (except public administration)
	Public administration
	Other – Please explain:

PART 3 - PROJECT DETAILS

1. Challenges and Opportunities

Provide an overview of the context for the project, clearly identifying the needs/problems and opportunities/strengths that the project's activities will address as it relates to skills development for Northern community/ies and in the thematic area

of SMEs and entrepreneurship. To drive new innovation and insights into skills development that can help us better prepare for and imagine the future, please clearly outline a) the need; b) the challenge; and c) the opportunity.

QC is seeking to take a lead role in working with and helping its member communities to identify and develop inshore fisheries opportunities for commercial and/or subsistence purposes in support of socio-economic development and food security and sovereignty. Working with the Future Skills Centre and its project implementation partners, SmartICE and Training Works, QC will implement an innovative and culturally appropriate approach that will support the identification and skills development of the entrepreneurs and SME managers required to successfully develop identified fishery opportunities.

The Need: Community based inshore fisheries development will not be successful if the local entrepreneurs and managers are not available/developed to lead development. Research efforts to help identify the resource potential of communities in the Qikiqtani region is being undertaken by QC in collaboration with these communities. However, having the local fishery resources available is only one element of successful fishery development, with infrastructure and human resource development being the other key elements to success. At present, only one community in the region, Pangnirtung, has an established inshore commercial fishery, and work in all of the above areas is needed to ensure other communities are able to develop their potential.

The Challenge: Finding and developing the leaders, i.e. the entrepreneurs and managers within communities that will ensure the local fishery opportunities are researched and developed for the benefit of their communities.

The Opportunity: For QC to work with leading edge partners, such as SmartICE, Training Works, and the Future Skills Centre in its members communities in the Qikiqtani region. To build on the innovative and culturally relevant training/coaching/mentoring approaches these partners already bring in northern communities to help identify and develop skill sets for the entrepreneurs and managers that will lead local fishery development for the future, creating much needed employment and addressing food security challenges.

(300 words maximum)

2. Relevance

Describe the alignment of your proposed project with one or more of FSC’s strategic priorities, referring to FSC’s [Strategic Plan](#).

If you check more than one strategic priority, number starting with “1” being the primary focus. Please note that applicants will not be looked upon more or less favourably based on the number of strategic priorities selected.

	<i>Easy to access, practical labour market and skills information: FSC works with labour market information experts and partners to provide accurate, practical, and</i>
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	timely data, tools, and resources that can help the skills ecosystem understand changing skills needs and shape evidence-based responses.
1	<i>Person-centered responsive career pathways:</i> FSC enables the testing, prototyping and evaluation of new approaches that will provide forward-looking, customized, high-quality, accessible career and training advice, alongside education and skills training.
2	<i>Employer- and industry-led solutions:</i> FSC collaborates with sectors and industries to test, prototype, and evaluate new approaches for proactively anticipating labour market change and equipping workers with necessary skills.
	<i>“What works” replication:</i> FSC builds networks that host ongoing learning, support service providers, and build their capacity to adopt “what works,” and inform policies and funding that enable system-wide scaling of best practices in skills training.

Please describe how this project advances knowledge or brings new innovation in addressing the FSC strategic priority/ies selected above.

Person-centered responsive career pathways: Both SmartICE and Training Works bring person-centered approaches to training and skills development, with culturally appropriate/sensitive approaches, self-paced training, and the use of innovative techniques such as Training Works microlearning tools. From the start, individuals are assessed and worked with closely to identify and develop their career pathways. From this pilot in a couple of communities, continual evaluation will be used to provide the experience and learning needed for program improvement as it expands to other communities throughout the region.

Employer- and industry-led solutions: This project is being undertaken to support human resource development for Nunavut’s inshore fishery research and development, a sector with recognized areas of opportunity at the early stage of development. The approaches utilized in this project will have applicability across other regions and sectors in the north.

(150 words maximum)

3. Approach

What are the main project activities, partnerships, and processes that will enable you to meet the identified challenges and seize opportunity as an intermediary partner for the Future Skills Centre? How will your approach establish capacity and support systems change that can create success into the future for Northern entrepreneurs and SMEs?

- Elements of the proposed QC HR development plan include the following:
- HR Pipeline Development – Working with local community schools to develop and implement a Career Exploration Series for high-school students focused on careers in the fishery. Work with teachers for in-class curriculum and with local research/commercial vessels to avail of hands-on teaching/exposure opportunities;
 - Technical Training – Training for technical positions as research assistants,

vessel/fishery operators and winter ice harvesters, and on-land fish handling and processing personnel, with in community training provided to meet required government standards. Includes identification of candidates interested in pursuing additional training opportunities for research and operating positions that may require out-of-community training;

- Entrepreneurship/Small Business and Management Training/Mentorship – Successful inshore fishery development in member communities will require local entrepreneurs and small business managers to be identified and developed. Work will be required to identify potential entrepreneurs/small business owners and fishery managers for training and mentorship.

Initial plans are to start with pilot projects in each area for a couple of communities in Year 1 and to expand the program over the next five years to reach all 13 Qikiqtani communities.

Utilizing the community-based training approach and expertise of SmartICE (developed through its Ocean Supercluster project for which QC was a partner through the Nunavut Fisheries Association) and the innovative micro-learning approach developed by Training Works, QC is proposing to initiate the entrepreneurship and small business identification and training pilot in two communities from September 2022 through September 2023. Initial communities under consideration include Sanirajak, Igloolik, Pangnirtung and Iqaluit. Working in partnership, it is anticipated that this project will lead to an innovative approach to indigenous community-based entrepreneurship and small business development that can be extended in subsequent years to QC's other communities and more broadly to other regions and to other sectors of the economy.

(500 words maximum)

Provide context on similar or comparable projects already being undertaken regionally or in Canada and describe how your project is different or complements the efforts of other players in the ecosystem.

QC is not aware of any other similar or comparable projects focused on human resource development of the inshore fishing industry in the north. As previously mentioned, this project is one important component of a major five-year HR development plan for QC that will ensure that any fishery development opportunities identified through ongoing QC/community research activities will have the human resources across all areas to ensure success. Developing the in-community entrepreneurial and business management skills is the key component covered under this pilot project.

Training of Inuit for careers in the fishery in Nunavut has to date largely focused on opportunities for employment in the offshore fishery, on large factory freezer vessels owned by industry players, including QC. This training has been organized and implemented through the industry-owned Nunavut Fisheries and Marine Training Consortium (NFMTTC) and has been successful in increasing the level of Inuit participation in our offshore fishery.

A concerted and focused approach to inshore fishery development has not taken place in Nunavut or other northern indigenous regions, leading QC to the

development of the comprehensive and ambitious five-year plan it is pursuing (see appended ESDC proposal).

(200 words maximum)

4. Capacity & Partners

Please describe the capacity and track record of the lead organization to undertake this program. Please describe the networks and reach of your organization and partners. What are the skills, experiences, and resources available within the lead organization as they relate to the scope of this project? What is your track record in delivering similar programs, and what was learned from previous experiences that positions the organization to be successful? How will all these elements support the successful execution of the project?

Since its creation in 1983, QC has matured from a one-person entity to a multi-disciplinary group of companies with 32 subsidiaries, joint ventures, partnerships and affiliations. In total QC employs well over 600 people, with close to 70% Inuit employment.

QC has over time developed a multi-disciplined approach to economic development in Nunavut with interests virtually in every sector. It is further enhanced by tactical innovation, sound business decisions, excellent leadership, and applied risk management. QC's credibility lies within its successful framework of strategically aligned companies that are designed to consolidate the various elements to successfully undertake projects.

The ongoing success of QC and its Fisheries Division can be largely attributed to the expertise and experience of its Senior Management. Over the past few years, QC has been able to attract and maintain an experienced senior management team, inclusive of the following individuals:

- o President and CEO - Harry Flaherty
- o Vice President – Peter Keenainak
- o Chief Financial Officer – Gregory Cayen
- o Director of Business Development - Sheldon Nimchuk
- o Director of Fisheries – Jerry Ward
- o Director of Corporate Services – Katie Choquette

This senior management team has extensive business experience across a variety of industry sectors, with senior management having an average of almost 28 years/person in management roles in their careers.

QC's Fishery Division works directly and in collaboration with the Qikiqtaaluk Business Development Corporation (QBDC) in its member communities. QBDC was created to work with Qikiqtani communities to create local economic development opportunities in the Qikiqtani region, supporting communities by enabling innovative approaches to project delivery and leveraging investments. QBDC partners with communities to support economic development through planning and delivery of community projects, working with communities to secure funding, develop sustainable solutions and deliver

projects. Developing capacity through Inuit training and career development is critical to project success. QC works with communities to maximize Inuit participation to realize local economic benefits.

QC's experience in training projects most recently includes two projects through Kakivak Association (An ESDC ISET program agreement holder). In the High Arctic Trades Training Program, Kakivak Association will make an investment of just over \$3.1 million over three years commencing in the fiscal year 2022/23. For the Fisheries Division's inshore research program, Kakivak has committed \$750,000 towards Inuit training on the research vessel Ludy Pudluk over the two year period 2021/22 and 2022/23.

(500 words maximum)

Who are your partners and what roles will they play in the project? Please briefly provide evidence of each partner's capacity to support this project.

Proposed partners on this project, in addition to the Future Skills Centre, are:

- **SmartICE:** An award-winning Work Integrated Social Enterprise (WISE) working in Canada's north. SmartICE is a community-oriented organization offering climate change adaptation tools designed to incorporate ice monitoring data with local Inuit knowledge of sea ice conditions, which can contribute to more informed decisions regarding safe land, water, and ice use. SmartICE is currently engaged 25+ northern communities.

SmartICE has been expanding its training and operational services to meet community needs and address the challenges of a changing climate. Its *Pilimmaksaqniq Sikulirijimik* program, meaning "training to be a worker who deals with ice", is a holistic, culturally contextualized training program that encompasses a broad range of soft and hard skills, is grounded in Inuit Societal Values, and reflects Inuit ways of knowing and learning. It was co-designed with Inuit educational experts and community ice users (i.e., CMCs) to provide the technical knowledge and skills that a Community Operator (Sikuliriji) requires to successfully operate and maintain SmartICE monitoring systems, and to interpret and share the ice information they collect with their community. Two key components of the program are its delivery by Inuit trainers and the incorporation of Inuit Qauijimajatuqangit, both as critical content and learning approach. The *Pilimmaksaqniq Sikulirijimik* program offers a wide variety of training that is immediately transferable to other community economic sectors. QC has partnered with SmartICE over the past several years, providing funding in support of their critical ice monitoring activities in member communities, as well as partnering through its membership in the Nunavut Fisheries Association (NFA) in SmartICE's Ocean Supercluster training project titled: Inclusive Workforce in Arctic Ocean Technology.

- **Training Works:** Training Works is a knowledge and skills development company focusing on technology-based learning solutions. By strategically designing modern learning solutions, enhanced with technology, Training Works helps individual learners feel valued and part of the process. Training Works works closely with clients to ensure the operational and cultural realities of their organizations are incorporated into the learning solutions.

Training Works' most advanced learning solution, Skill-tin-u-ous™ is AI-powered and driven by cognitive science. It autonomously identifies each individual's unique learning patterns as well as audits their skills gaps. With the organization's needs in mind, Skill-tin-u-ous™ will let the learner know where the gaps are and map a remediation path through targeted microlearning.

Training Works has worked on multi-jurisdictional projects across Canada including five in Nunavut. During this work, Training Works has engaged with local communities and organizations to ensure the learning solutions presented are relevant and engaging. By working closely with the community, Training Works has been able to include traditional knowledge to ensure the learning is culturally contextualized, allowing for higher participation amongst the target audiences.

QC has worked with Training Works both directly and through the Nunavut Fisheries and Marine Training Consortium (NFMTC), inclusive of partnering on a project looking at solutions to fatigue in the marine sector and an upcoming initiative on mentoring/coaching to increase Inuit participation in Nunavut's offshore fishery.

(500 words maximum)

Provide a list of key delivery and other partners in the chart below. A letter of support is required for each partner and can be appended as a supporting documentation to your application.

<i>Organization</i>	<i>Name of key contact person</i>	<i>Contact information for key contact</i>
SmartICE (smartice.org)	Carolann Harding	charding@smartice.org , 709-725-0820
Training Works (training-works.ca)	Des Whalen/ Tamara Vatcher	des@training-works.ca , tamara@training-works.ca , 709-743-5009

We prioritize applications that value and embody the concept “nothing about us without us” within their organizational structure and programming. How are individuals representative of the population(s) you're seeking to serve involved in the project leadership, decision-making, and delivery of your project? How will you ensure that these principles are integrated into your work?

For QC and its chosen partners on this project, this concept has been and is key to success. QC, through its ownership and Board and management structure, implements the “by Inuit, for Inuit” mantra on a daily basis in all its business decisions. QC invests in and create business opportunities that have grown our company to be the economic driver in the Qikiqtani Region transforming Nunavut's economic landscape. The growth strategy includes investments in sound financial business endeavours that maximize local participation to have a lasting effect. QC is committed to creating meaningful economic, employment and career

development opportunities for its communities, partnering with these communities to help expand economic infrastructure, to create employment opportunities for residents and to explore innovative projects.

The QC Board of Directors establishes policies, set corporate direction and monitors investments and performance of QC's subsidiaries and joint venture companies.

Board members are registered under the Nunavut Agreement and appointed by QIA for a three-year term. They are selected based on their experience in business and governance. The current Chair of QC is Mr. Levi Barnabas and the President and CEO is Mr. Harry Flaherty. For additional information on QC, its activities and focus on benefiting Inuit and their communities visit www.qcorp.ca.

SmartICE has been chosen as a project partner due to its community-based approach and focus on developing and implementing culturally and community relevant training approaches by, with and for local indigenous communities in the north. Similarly, Training Works brings a focus on organizational and individual cultural assessment and relevance to its work and both organizations have experience working with Nunavut organizations and communities.

(300 words maximum)

5. Risk Management

What challenges or risks do you anticipate in implementing the proposed activities and achieving planned impacts? How does your team plan to address these challenges or risks?

Projects to be implemented in remote, northern communities, face challenges and risks to be considered in the planning process. For this project, which will be completed in the first year of QC's five-year initiative, QC is confident that these can be mitigated. Risks and mitigating factors include:

- Delays or inability to implement in a chosen community, due to weather, lack of support, etc. – although two communities are targeted for the first year, QC has identified additional backup communities if issues arise;
- Delays or lack of access to funding - QC has secured supports from several funding agencies for its Ludy Pudluk research, including personnel training for 2022/23, has received internal budgetary approval for its funding, and has received positive feedback and letters of support from several funding agencies towards its major five-year initiative (appended). This will enable QC to proceed with the first year, even if additional funding is delayed or not provided, with future years to be reevaluated based on funding success. QC is committed to inshore fisheries development in all of its member communities and will move forward adding communities on a pace that is consistent with funding, hopefully over the upcoming five years;
- Issues with project partners - Partnership risks may impact on projects, however QC has positive experience with the two partners, will ensure that partnership agreements for the project are clear to all parties, and will utilize its extensive corporate experience in developing partnerships to ensure

management and communication are clear and continuous.

(250 words maximum)

6. Learning & Evaluation

What are you aiming to learn from this project that could benefit the broader skills development ecosystem's practices, programs, and policies? How do you intend to learn from and track progress towards the intended impact of your initiative, and evaluate its success?

This project is a critical component of QC's overall human resource development plan for inshore fishery research and development in Nunavut. As such, as a pilot project to be implemented first in two of QC's 13 communities in the Qikiqtani region, this project will provide important learnings and insights for improving the program in subsequent years and for other communities. A system of continuous evaluation and improvement will be implemented for the program, with a dedicated QC employee tasked to complete this process and provide feedback to the project partners to ensure identified issues are addressed and improvements are made. Evaluation reports will be prepared on an annual basis and have the potential to be utilized not only to improve this program but to provide input for future skills development initiatives in this and other sectors and regions in Canada's north.

Both of QC's project partners are utilizing innovative approaches to the training/coaching/mentoring of Inuit in remote northern communities, through culturally relevant/appropriate approaches to learning and innovative microlearning inputs. The success of these approaches will also be evaluated and will provide important inputs for future skills development initiatives for QC and other northern entities.

(250 words maximum)

Given that learning and evaluation are central to FSC's work, are there ways that FSC can help and support you in this area?

QC is seeking support from the FSC for this project given their expertise and experience in learning and evaluation. As outlined above, QC will be utilizing a continuous evaluation and improvement approach to this and all elements of its human resource development initiative. Undertaking the pilot project over the upcoming year in two member communities will provide extensive learning that will serve to improve the program in subsequent years and for additional communities, ultimately leading to implementation across all 13 Qikiqtani communities with a program that has been well developed and tested (and ready for continuation and for implementation in other regions and/or other sectors).

(200 words maximum)

PART 4 - PROJECT WORK PLAN AND BUDGET

1. Please submit a **work plan** with key milestones and their timeline.
2. Please complete the project budget template provided to you as part of the application material.
 - a. If applicable, identify funding pending or confirmed for this project from other sources. **This funding should be included as in-kind contributions.** (Please note that funding from other federal sources cannot be counted towards in-kind contributions)
3. Please submit your work plan and budget by sending these files, along with this completed form, to northern@fsc-ccf.ca.
4. You may use the space below to provide any comments to accompany your work plan and/or budget.

Work plan outlines the high-level project milestones to be accomplished over the next year.


(100 words maximum)

PART 5 - DECLARATION

By submitting an application, the lead organization and its partners affirm that they comply with and/or commit to the following:

- Organizational eligibility¹
- Active support for co-creating and carrying out an evaluation with an FSC-approved evaluator, if FSC decides an evaluation is appropriate for the project
- Active engagement in knowledge mobilization activities related to the project
- Compliance with the Tri-Council Policy Statement on the Ethical Conduct of Research Involving Humans²
- Abide by confidentiality standards³ and due diligence inquiries from Future Skills Centre into the applicant⁴

Signature



Name of signing authority

Harry Flaherty, President and CEO

Date

06/13/22

¹ **Organization eligibility:** Applications may be submitted by a sole organization, or a partnership/consortium of organizations, including: 1. Legally incorporated not-for-profit organizations, including not-for-profit social enterprises and registered charities; 2. Publicly funded post-secondary institutions; 3. Industry associations; 4. Professional associations; 5. Indigenous organizations that are a legal entity 6. Municipalities or district social services administration boards 7. For-profit organizations (provided the project is undertaken at cost, with no mark-ups or profit incorporated); 8. Individual persons. The following types of organizations are not eligible to apply: 1. Provinces or territories; and Federal government bodies. For applications with multiple partners, one organization must be identified as the lead applicant for the purpose of signing the funding agreement, receiving and managing the funds, ensuring coordination of project parties and activities, and communicating with the Centre regarding the status of the project on behalf of all partners. The lead organization must be a Canadian entity.

² **Tri-Council Policy Statement:** The Tri-Council Policy Statement (TCPS 2) is a Canadian Government policy statement that sets ethics standards for conducting research on human subjects. All funded projects must comply with the guidelines set out in TCPS 2 and must be approved by a qualified research ethics board if required by those guidelines. Organizations that do not otherwise have an internal research ethics board may utilize the services of the Toronto Metropolitan University Research Ethics Board to obtain approval. All such approvals must be obtained prior to the commencement of the project.

³ **Confidentiality:** Hosted by Toronto Metropolitan University, the Future Skills Centre is subject to the Freedom of Information and Protection of Privacy Act (FIPPA). The act provides every person with a right of access to information in the custody or under the control of the Toronto Metropolitan University, subject to a limited set of exemptions. Section 17 of the act provides a limited exemption for third-party information that reveals a trade secret or scientific, commercial, technical, financial, or labour relations information supplied in confidence where disclosure of the information could reasonably be expected to result in certain harms. Any trade secret or any scientific, technical, commercial, financial, or labour relations information submitted to the Future Skills Centre in confidence should be clearly marked as such. The Centre will provide notice before allowing access to a record that might contain information referred to in s. 17 so that the affected party may make representations to the Centre concerning disclosure in accordance with FIPPA.

⁴ **Due diligence:** Future Skills Centre reserves the right to conduct thorough due diligence on shortlisted projects invited to submit a full application. Due diligence will include a review of the lead organization's financial health and funding sources, the project's management team, operational plans, and existing resources. FSC will also conduct reference checks and will reach out to provincial/territorial governments in those jurisdictions where activities would be undertaken to provide them with advance notice of the shortlisted projects to ensure they address local needs and complement existing initiatives. It is the responsibility of any potential recipient of FSC funds in Quebec to determine if the Ministère du Conseil Exécutif (M-30) applies to them. Any entity that is subject to the act is responsible for obtaining the necessary authorization prior to the conclusion of the agreement. The Centre will abide by the determination of the recipient whether they require an M-30 and will allow a reasonable amount of time for the Quebec proponent to obtain the authorization from the Government of Québec,

should it be required. FSC will work with successful proponents to establish project agreements. As the host organization for the Centre, all project agreements will be made with Toronto Metropolitan University.

Inshore Fishery Development in the Qikiqtani Region of Nunavut
 Qikiqtaaluk Corporation
 Work Plan - September 2022 to September 2023

Milestones/Major Tasks	2022				2023								Notes	
	September	October	November	December	January	February	March	April	May	June	July	August		September
Project Kickoff	Sept. 1													
Partner/Stakeholder Planning Roundtable	Sept./Oct.													
Target Community Consultations														
Participant Skills Development/Coaching/Mentoring - Group 1														
Evaluation/Assessment/Improvements														
Target Community Consultations														
Participant Skills Development/Coaching/Mentoring - Group 2														
Final Project Report - Evaluation/Learnings/Recommendations														
Partner/Stakeholder Completion Roundtable														
Project End													Sept. 31	

Project partners, funders and community reps, during QC community workshop in Iqaluit in October
 HTA and hamlet consultations, recruitment of participants
 SmartICE and Training Works skills training, coaching and mentoring for entrepreneurship/management skills
 Review and evaluation of program progress and results to date, recommend learnings and improvements
 HTA and hamlet consultations/reporting of results, recruitment of participants
 SmartICE and Training Works skills training, coaching and mentoring for entrepreneurship/management skills
 Review and evaluation of program progress and results to date, recommend learnings and improvements
 Project partners, funders and community reps



Fill cells with project information
 Please, do not include decimals on the budget
 Please, do not change the formulas



Lead organization:	Qikiqtaaluk Corporation		
Project title:	Inshore Fishery Development in the Qikiqtani Region of Nunavut		
Total budget:	\$1,000,000		
Project start date:	September 1, 2022		
Project end date:	September 31, 2023		
1 - Specify budget expenditures only for items paid for by FSC funding. Do not list total costs and expenses covered with other sources of funding. 2 - Funding received from other sources should be included as part of the in-kind contribution section	Year 1 September 1, 2022 to March 31, 2023	Year 2 April 1, 2023 - to September 31, 2023	Total
STAFF WAGES:			
Senior Project Manager (50% of time)	\$43,750	\$37,500	\$81,250
Community Liaison/Coordinators (2) (50% of time)	\$46,667	\$40,000	\$86,667
Evaluation Lead (50% of time)	\$26,250	\$22,500	\$48,750
Staff Benefits	\$35,000	\$30,000	\$65,000
SUBTOTAL – STAFF WAGES CATEGORY	\$151,667	\$130,000	\$281,667
PROJECT COSTS:			
Professional Services - SmartICE and TW	\$200,000	\$180,000	\$380,000
Participant Cost	\$25,000	\$25,000	\$50,000
Travel	\$50,000	\$40,000	\$90,000
Roundtables	\$20,000	\$20,000	\$40,000
Purchase of Data Set			\$0
Printing Cost			\$0
Software/Hardware	\$5,000	\$3,000	\$8,000
Communications (incl. interpretation/translation)	\$20,000	\$15,000	\$35,000
Social Media & Website	\$4,000	\$3,000	\$7,000
Supplies	\$5,000	\$3,333	\$8,333
Evaluation (if applicable)			\$0
Other (specify expenditure category)			\$0
Other (specify expenditure category)			\$0
Other (specify expenditure category)			\$0
Other (specify expenditure category)			\$0
Other (specify expenditure category)			\$0
SUBTOTAL – PROJECT COSTS CATEGORY	\$329,000	\$289,333	\$618,333
ADMIN COSTS - Actual Admin Costs Incurred (must not exceed 12% of total budget):			
Finance Manager	\$26,250	\$22,500	\$48,750
Project Audit Cost	\$0	\$5,000	\$5,000
Actual Project Administration Costs Incurred	\$25,000	\$21,250	\$46,250
Other (specify expenditure category)			\$0
Other (specify expenditure category)			\$0
Other (specify expenditure category)			\$0
Other (specify expenditure category)			\$0
Other (specify expenditure category)			\$0
SUBTOTAL – ADMIN COSTS CATEGORY	\$51,250	\$48,750	\$100,000
TOTAL - STAFF WAGES, PROJECT COSTS, AND ADMIN COSTS	\$531,917	\$468,083	\$1,000,000
IN-KIND CONTRIBUTION:			
QC	\$52,500	\$45,000	\$97,500
Government of Nunavut - ED&T	\$65,000	\$65,000	\$130,000
Kakivak Association	\$150,000	\$100,000	\$250,000
			\$0
			\$0
TOTAL IN-KIND CONTRIBUTION	\$267,500	\$210,000	\$477,500

APPENDIX

Additional materials
(e.g., letters of support)



May 2, 2022

To Employment and Social Development Canada (ESDC):

This letter, from the Canadian Northern Economic Development Agency (CanNor), is for information purposes to include with Qikiqtaaluk Corporation's (QC) submission under ESDC's Skills and Partnership Fund (SPF).

The inshore and offshore fisheries sector is recognized by CanNor as a significant and growing driver of Economic Development for Nunavut. CanNor currently supports QC's efforts to evaluate and develop the inshore fisheries potential of its member communities in the Qikiqtani region. In addition to the potential that commercial fisheries development can provide for much needed employment and socio-economic development in our remote communities, the evaluation of fisheries resources also offers the potential to help address critical food security and sovereignty issues in these communities.

CanNor can confirm that it has made a financial contribution of \$814,652 to the capital and operational costs over the past several years in the construction and operation of QC's new inshore fisheries research vessel, the Ludy Pudluk. A further commitment of \$377,689 has been made for the next three years, at approximately \$125,000 per annum to undertake fisheries research. CanNor expects to receive additional requests from QC for funding in support of future fisheries projects during our annual expressions of interest competitive call.

A critical component needed for the long-term success of inshore fisheries development in Nunavut is the identification, training and mentoring of local Inuit human resources. With the large number of young Inuit who will be entering the workforce over the coming years, an early introduction to the potential career opportunities in the fishery, from research technicians, to vessel and processing plant staff, small business owners and managers, is desirable in order to attract the future workforce needed for all aspects of fishery development.

Sincerely,

Robert Aubé



Regional Director of Operations, Nunavut Region
Canadian Northern Development Agency (CanNor)

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Iqaluit Regional Office

(867)975-3737



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Building Nunavut Together
Nunavut liuqatigiingniq
Bâtir le Nunavut ensemble

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Department of Economic Development and Transportation
Pivalliyuliyikkut Ingilrayuliyitkullu
Ministère du Développement économique et des Transports

To: Employment and Social Development Canada

From: Gabriel Karlik
Associate Deputy Minister, Economic Development
Department of Economic Development and Transportation
Government of Nunavut

May 1, 2022

To Employment and Social Development Canada (ESDC):

On behalf of the Government of Nunavut's Department of Economic Development and Transportation (ED&T) I am pleased to send this letter of support for Qikiqtaaluk Corporation's (QC) submission under ESDC's Skills and Partnership Fund (SPF).

ED&T is a strong supporter of our fishing industries efforts to evaluate and develop the inshore fisheries potential in Nunavut. In addition to the potential that commercial fisheries development can provide for much needed employment and socio-economic development in our remote communities, the evaluation of fisheries resources also offers the potential to help address critical food security and sovereignty issues in these communities.

As a result, the Government of Nunavut has been pleased to partner with QC on its efforts to date towards inshore fisheries development and remains committed to this important initiative and the evaluation and development of our resource potential. ED&T is pleased to confirm that the Government of Nunavut has made a financial contribution of \$732,500 thus far provided directly to the capital and operations costs over the past couple of years in the construction and operation of QC's new inshore fisheries research vessel, the Ludy Pudluk. Given the importance of this initiative to inshore fisheries development in Nunavut, ED&T is open to receiving additional requests from our fishing industries for funding in support of major projects like this one.

This project with ESDC will help address a critical component needed for the long-term success of inshore fisheries development in Nunavut, the identification, training and mentoring of the local community capacity is required for success. With the young population of our Territory and the large number of Inuit who will be entering the workforce over the coming years, an early introduction to potential career opportunities in fishery is needed to attract the needed



Building Nunavut together
 Nunavut tuqatigiingniq
 Bâtir le Nunavut ensemble

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 Department of Economic Development and Transportation
 Pivalliyaliqiyikkut Ingilrayuliqiyitkullu
 Ministère du Développement économique et des Transports

talent for all aspects of fishery development, from the research technicians to vessel and processing plant staff, to small business owners and managers.

Sincerely,

Gabriel Karlik

A/ADM



May 5, 2022

To Employment and Social Development Canada (ESDC):

RE: Qikiqtaaluk Corporation’s application under the Skills Partnership Fund

On behalf of Kakivak Association (Kakivak) I am pleased to send this letter of support for Qikiqtaaluk Corporation’s (QC) submission under ESDC’s Skills and Partnership Fund (SPF).

Kakivak is a strong supporter of QC’s efforts to evaluate and develop the inshore fisheries potential of its member communities in the Qikiqtani region. In addition to the potential that commercial fisheries development can provide for much needed employment and socio-economic development in our remote communities, the evaluation of fisheries resources also offers the potential to help address critical food security and sovereignty issues in these communities.

As a result, Kakivak has been pleased to partner with QC on its efforts to date towards inshore fisheries development and remains committed to this important initiative and the evaluation and development of our resource potential. Kakivak is pleased to confirm that it has made a financial contribution of \$375,000 thus far provided directly to the operations costs over the past year in support of local Inuit employment and training. A further commitment of \$375,000 has been made for 2022/23, as QC expands its activities on its inshore research vessel, the Ludy Pudluk, into two additional communities. Given the importance of this initiative to inshore fisheries development in Nunavut and the training and mentoring of community members, including youth, Kakivak is also open to receiving further applications for funding for the next five years, subject to review and assessment. Any funding Kakivak might contribute to this project beyond 2022-23 must be approved by Kakivak’s Board of Directors and will be conditional upon the availability of funds in the ISET program and the approval of this project for SPF by ESDC. As the designated Indigenous Skills and Employment Training (ISET) Program service delivery organization for the Qikiqtani region, this proposal is fully consistent with our mandate and the considerable skills and employment development needs of our region.

This project with ESDC will help address a critical component needed for the long-term success of inshore fisheries development in Nunavut, the identification, training and mentoring of the

kakivak.ca | info@kakivak.ca



local Inuit human resources required for success. With the young population of our Territory and the large number of Inuit who will be entering the workforce over the coming years, an early introduction to the potential career opportunities in the fishery, while they are still in school, is needed in order to attract the needed talent for all aspects of fishery development, from the research technicians, to vessel and processing plant staff, and small business owners and managers.

We look forward to potentially participating in the development, promotion and governance of this project, through sitting on its Management Committee.

Sincerely,

A handwritten signature in blue ink that reads 'Peter Tumilty'.

Peter Tumilty

President and CEO

Kakivak Association

kakivak.ca | info@kakivak.ca



June 9, 2022

To Whom it May Concern:

Training Works is a Canadian knowledge and skills development company, experienced in identifying and resolving gaps in current skills, competencies, and knowledge infrastructure and then creating avenues for improvement and growth. In business for over seven years, we have a core leadership team with a combined over 50 years' experience in workforce development along with a diversity of strategic partners and specialists to best serve our customers.

Over the past two years, Training Works has worked closely within Inuit communities and their community-based companies within the fishing industry to develop a strategic plan for skills development and a framework for mentorship development among indigenous employees. Qikiqtaaluk Corporation (QC) is a tremendous asset to the people of Nunavut and is involved at all levels of the community. Training Works is very proud to support QC-Fisheries Division in its application to the Future Skills Centre on skills development in Northern Canada. We are committed to working with QC to implement a program that will build capacity with a focus on skills development.

If you have any questions regarding the information outlined above, please do not hesitate to contact the undersigned.

Thank you and best regards,

Des Whelan, Partner



MARINE INSTITUTE

Jerry Ward
Director of Fisheries
Qikiqtaaluk Corporation
P.O. Box 1228
Iqaluit, NU, Canada
X0A 0H0
Email: jward@qcorp.ca

April 27, 2022

Dear Mr. Ward,

Please accept this letter from the Fisheries Marine Institute of Memorial University of Newfoundland in support of your proposal titled: *Inshore Fishery Development in the Qikiqtani Region of Nunavut*, to be submitted to the Skills & Partnership Fund (SPF) through Employment and Social Development Canada (ESDC). We support this proposal by Qikiqtaaluk Corporation because we share their vision for training Indigenous people to meet the growing employment opportunities in inshore fisheries.

The Fisheries and Marine Institute of Memorial University of Newfoundland is the most comprehensive oceans institution of its kind in North America. A prominent campus of the University, the Marine Institute combines world-class facilities, strong educational programs, and highly qualified people to pursue its mission to foster economic development while understanding the importance of the oceans to Newfoundland and Labrador.

The Institute is supported by three schools and seven industrial training and applied research centres that link teaching and learning, research and innovation with the needs and opportunities of students, alumni and industry partners.

The Marine Institute's mission is to *foster economic development in strategic sectors of the Newfoundland and Labrador economy, particularly the fisheries and offshore, and to enable Newfoundlanders and Labradorians to participate in the marine industry nationally and internationally.* This mission provides for the development of the Institute as an industrially relevant institution, which is accomplished through its wide range of education and training, as well as its participation in research and development, technology transfer, and public policy advocacy initiatives.

The Institute offers graduate (PhD, Masters, Graduate Diploma) and undergraduate degrees, diplomas, certificates, and industry training for the oceans industry, encompassing the aquaculture, fisheries and food safety sectors.

We believe that the development of sustainable inshore fisheries in the Qikiqtani region of Nunavut is key to the prosperity of the territory. As an institute, we have partnered with Qikiqtaaluk Corporation for nearly two decades on the scientific exploration of marine resources in various communities. However, we understand that the development of human resources is critical to realizing the potential on Nunavut's inshore fisheries.

For this reason, we are excited to support this proposal in the following ways:

- Establish a Chair in Qikiqtani Inshore Fisheries Science, Training, and Education
- Join the *RV Ludy Pudluk* on her annual research program to various communities
- Seek to mentor and train local community members in fisheries development
- Conduct research that meets DFO's requirements for the development of new fisheries
- Leverage additional partners and sources of funding, where possible
- Promote the project and participation in it throughout our network
- Share expertise to support, review, and guide project activities
- Recruit participants for project activities
- Participate in project meetings and committees

We believe this project will benefit the Indigenous people of the Qikiqtani region, strengthening skills needed to meet the growing number of inshore fisheries. The Fisheries Marine Institute are excited to be a part of it.

Sincerely,



Kevin Anderson
Head
School of Fisheries
Fisheries and Marine Institute



Fisheries and Marine Institute of Memorial University of Newfoundland
P.O. Box 4920, St. John's, NL, A1C 5R3, CANADA
Tel.: (709) 778-0521 Fax: (709) 778-0661



Fisheries and Oceans

Pêches et Océans

Canada

Canada

May 3, 2022

To Employment and Social Development Canada (ESDC):

On behalf of Department of Fisheries and Oceans (DFO), Northern Integrated Commercial Fisheries Initiative (NICFI) I am pleased to send this letter of support and commitment for Qikiqtaaluk Corporation's (QC) submission under ESDC's Skills and Partnership Fund (SPF).

NICFI is a strong supporter of QC's efforts to evaluate and develop the inshore fisheries potential of its member communities in the Qikiqtani region and inshore fisheries in general throughout the north. In addition to the potential that commercial fisheries development can provide for much needed employment and socio-economic development in remote communities, the evaluation of fisheries resources also offers the potential to help address critical food security and identification of accessible fisheries options for these communities. This project is consistent with the goals and objectives of NICFI to build capacity in support of fishery development in northern communities.

As a result, DFO through the NICFI program, has been pleased to partner with QC on its efforts to date towards inshore fisheries development and remains committed to the evaluation and development of resource potential for the Qikiqtani region. The NICFI program has committed \$1,615,280 until 2022-2023 to the capital and operations costs over the past couple of years in the construction and operation of QC's new inshore fisheries research vessel, the Ludy Pudluk. This includes funding to support the capacity development through a survey and exploratory fishery

Given the importance of this initiative to inshore fisheries development in Nunavut, DFO is committed to additional support through the recently approved Strategic Partnerships Initiative project: the Indigenous Training and Skills Development (ITSD) is a pilot to co-develop, co-design and co-deliver streamlined approaches to coordinate Indigenous training and skills development in the fishery and ocean sectors. As ESDC is an identified partner in the ITSD, the SPF program is an additional leveraging opportunity to increase the capacity and ensure success in the Qikiqtani region. Through the ITSD, DFO is open to supporting requests from QC for funding of 25% of the 15% of total project costs required from external partners (3.75% of total project costs).

This project with ESDC will help address a critical component needed to build required capacity for the long-term success of inshore fisheries development in Nunavut by targeting the identification, training and mentoring of the local Inuit. With the young population of the Territory and the large number of Inuit who will be entering the workforce over the coming years, an early introduction to the potential career opportunities in the fishery, while they are still in school, is needed in order to attract the needed

talent for all aspects of fishery development, from the research technicians, to vessel and processing plant staff, and small business owners and managers.

We look forward to participating in the development, promotion and governance of this project, through sitting on its Management Committee.

Sincerely,

Kevin Fram

Senior Director, Indigenous Affairs Branch



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Sanikiluaq

May 3rd, 2022

Re: *inshore Fishery Development in the Qikiqtani Region of Nunavut*

To Employment and Social Development Canada (ESDC):

On behalf of the Qikiqtani Inuit Association (QIA), I am pleased to provide a letter of support for the Skills and Partnership Fund (SPF) application, *“Inshore Fishery Development in the Qikiqtani Region of Nunavut”* being submitted by the Qikiqtaaluk Corporation (QC).

QIA is the Regional Inuit Association for the Qikiqtani Region of Nunavut, representing 51 per cent of Inuit living in the territory located in the Canadian Arctic. QIA is a Designated Inuit Organization under the Nunavut Agreement and is one of three Regional Inuit Associations affiliated with Nunavut Tunngavik Inc. QC is wholly owned by QIA as the Inuit birthright corporation for the Qikiqtani region.

QIA feels this application and the subsequent programming are critically important to the continued expansion of meaningful partnerships as it relates to our current food security efforts on food sovereignty and security and a Food First Model. QIA strongly supports QC and its initiative to partner with a variety of organizations in the related field like Kakivak Association, Future Skill Canada, ED&T, SmartIce/Pinnguaq, Training Works, Coastlines Ocean Education Initiatives Inc., and local Hunters and Trappers Organizations to enhance their ability to provide a well-rounded plan to implement this initiative.

The implementation plan will address the human resource requirement needed to successfully implement inshore fisheries in the Qikiqtani Region, to be achieved over the course of the next five years. This will include identifying and attracting young Inuit to a wide range of opportunities related to the fisheries industry.

QIA understands that this work is important for the diversity of the Inuit labour market in the Qikiqtani Region, and is especially excited about the prospect of it reaching all 13 Qikiqtani communities. We look forward to the successful development of this project.

Regards,

Olayuk Akasuk
President



Technology/Admin Office - 53 Blackmarsh Road, St. John's, NL A1E 1S6
Mailing Address - P.O. Box 23129, Churchill Square, St. John's, NL A1B 2X0
Northern Production Centre - P.O. Box 40, Nain, NL A0P1L0
Nunavut Operations - P.O. Box 439 Pond Inlet, NU X0A 0S0
Phone: 709-725-0820

June 8, 2022

Dear Future Skills Canada,

As the CEO of SmartICE I have had the pleasure of working with Qikiqtaaluk Corporation (QC) for several years. I am writing today to convey our full support for the Qikiqtaaluk Corporation (QC) – Fisheries Division on their application to Future Skills Centre on Skills Development in northern Canada.

QC strives to make a positive difference for Inuit, communities and the Nunavut economy through dedication and determination to create meaningful employment and business opportunities. Upholding Inuit principles and values, QC and partners are committed to working collaboratively to serve and provide for communities as well as create meaningful economic, employment and career development opportunities. Partnering with communities, QC and partners will expand economic infrastructure that will create employment opportunities for all.

SmartICE has been expanding its training and operational services to meet community needs and address the challenges of a changing climate. Our *Pilimmaksaqniq Sikulirijimik* program, meaning “training to be a worker who deals with ice”, is a holistic, culturally contextualized training program that encompasses a broad range of soft and hard skills, is grounded in Inuit Societal Values, and reflects Inuit ways of knowing and learning. It was co-designed with Inuit educational experts and community ice users (i.e., CMCs) to provide the technical knowledge and skills that a Community Operator (Sikuliriji) requires to successfully operate and maintain SmartICE monitoring systems, and to interpret and share the ice information they collect with their community. Two key components of the program are its delivery by Inuit trainers and the incorporation of Inuit Qauijimajatuqangit, both as critical content and learning approach. The *Pilimmaksaqniq Sikulirijimik* program offers a wide variety of training that is immediately transferable to other community economic sectors.

SmartICE is a community-oriented organization offering climate change adaption tools, designed to incorporate sea-ice monitoring data with local Indigenous knowledge of sea ice conditions, which can contribute to more informed decisions regarding safe land, water, and sea ice use. SmartICE's remote environmental monitoring systems provide communities invaluable, data-driven insights into sea-ice thickness and local ice conditions in near real-time.

We support and are committed to working with the QC to implement a program that will build local capacity that focuses on skills development. We believe if funded, we can work together to serve as a model for meaningful, culturally appropriate skills development in northern Canada.

Sincerely,



Carolann Harding
CEO, SmartICE
709-725-0820
charding@smartice.org



@SmartICE_Arctic



facebook.com/SmartICE.Arctic

www.SMARTICE.org

