



# 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](mailto: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](mailto: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](mailto: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	<a href="mailto:charding@smartice.org">charding@smartice.org</a> , 709-725-0820
Training Works (training-works.ca)	Des Whalen/ Tamara Vatcher	<a href="mailto:des@training-works.ca">des@training-works.ca</a> , <a href="mailto:tamara@training-works.ca">tamara@training-works.ca</a> , 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](http://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 eligibility<sup>1</sup>
- 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 Humans<sup>2</sup>
- Abide by confidentiality standards<sup>3</sup> and due diligence inquiries from Future Skills Centre into the applicant<sup>4</sup>

**Signature**



Name of signing authority

Harry Flaherty, President and CEO

Date

06/13/22

<sup>1</sup> **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.

<sup>2</sup> **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.

<sup>3</sup> **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.

<sup>4</sup> **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.