



Targeted call for FSC Project Partners

Instructions to complete the application form

Please refer to the Future Skills Centre's (FSC) **Targeted Call for FSC Project Partners Guidelines** document when preparing your application.

This application form is structured to help you address the selection criteria for this call and 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

If you would like to request accommodations or other types of support, please contact Maysa Mourad by email at targetedcall@fsc-ccf.ca or by phone at 437-331-0613.

If you have any questions while compiling your application, you may contact our team at targetedcall@fsc-ccf.ca. We would be happy to answer any questions.

PART 1 - GENERAL INFORMATION

1. Lead organization

Name of lead organization

Prince Edward Island BioAlliance – Canadian Alliance for Skills and Training in Life Sciences (CASTL)

Name of project lead

Penny Walsh-McGuire, Executive Director, CASTL

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

penny@castlcanada.ca

2. Proposed project

Project title

Canadian Alliance for Skills and Training in Life Sciences: A New Model for Work Integrated Learning – Phase II

Project start and end dates

Project Start Date: April 1, 2022

Project End Date: September 30, 2023

Projects must end no later than September 30, 2023.

Amount requested from FSC (total)

\$3,479,798

Project partners and their location

Current Project Partners:

National Partners:

adMare Bioinnovations

BioTalent Canada
Innovative Medicines Canada
BIOTECanada

Global Curriculum Partner:

National Institute for Bioprocessing Research & Training (NIBRT) – Dublin, Ireland

Regional Partners:

Academic Partners:

University of Prince Edward Island – Charlottetown, Prince Edward Island
Acadia University – Wolfville, Nova Scotia
Université de Moncton – Moncton, New Brunswick
Holland College – Charlottetown, Prince Edward Island

Industry Partners:

AquaBounty – Prince Edward Island
BIOVECTRA – Prince Edward Island & Nova Scotia
Dosecann – Prince Edward Island
Elanco – Prince Edward Island
FIGR – Prince Edward Island
Island Abbey Foods – Prince Edward Island
Nature’s Crop International – Prince Edward Island
PEI Aquaculture Alliance – Prince Edward Island
RPS Biologiques – Prince Edward Island
Remidose- Prince Edward Island

K-12 Programming:

STEAM PEI

National Network:

Provincial Industry Association:

PEI BioAlliance
Bio New Brunswick
Bio Nova Scotia
Life Sciences British Columbia
Bio Quebec
Bio Manitoba
Life Sciences Ontario
AgWest Bio (Saskatchewan)

Evolving National Networks:

University of British Columbia

University of Toronto
Sherbrooke University
Actua Canada: National STEM Outreach Network
Centre for Expertise in Applied Research in Sciences
Montreal Invivo
BioPharma Development Quebec
Pharmaceutical Sciences Group

PART 2 - PROJECT SUMMARY

1. Proposed project “one-liner”

How would you describe your new project in one sentence?

This project will achieve CASTL’s mission to address the critical shortage of skilled talent needed to support the growth of Canada’s bio-economy through expanded partnerships, innovation, and work-integrated learning experiences.

(30 words maximum) Word Count: 30

2. Proposed project summary

How would you describe your new project and how it builds on the testing and learning of your current project to date?

We suggest that this summary covers the main information about how your new project addresses all selection criteria of this targeted call.

The Canadian bio-economy has always been vital to the continued health and wellbeing of all Canadians. The emergence of COVID-19 has further highlighted the importance of strengthening and supporting the growth of bio-economy within Canada and more deeply illuminated the need to develop skilled talent to ensure the sustainability of the national ecosystem. The global pandemic has increased national interest and investment within in the biopharmaceutical manufacturing sector (vaccine development and production, cell therapies, and gene therapies).

Established in 2019, CASTL is a first of its kind and first-in-class national skills and training initiative established to increase skilled talent for the bio-economy in Canada. Driven by collaborative partnerships between industry, academia, and government, CASTL programming is designed to provide a diverse range of learners with the theoretical knowledge, technical

skills, and professional competencies required to equip them for highly skilled jobs in the Canadian bio-economy.

To date, CASTL has been regional in scale, but the vision for CASTL has always been national in scope. A regional approach has allowed us to continuously evaluate and evolve our programming. This project proposes to continue to expand and evolve the CASTL model across Canada by continuing to build on the foundational principles that underpin this project including partnership, collaboration, innovation, inclusion, evaluation, and work-integration within three learning pathways: newskilling, reskilling and upskilling. This project is designed to build on the successes that CASTL has demonstrated to date including the development of specialized post-secondary bioscience programming, ongoing delivery of reskilling programs for unemployed or underemployed individuals, implementation of innovative K-12 programming, and becoming the exclusive and official provider of leading-edge biopharmaceutical manufacturing curricula for Canada.

(250 words maximum) Word Count: 247

3. Additional scope

How does your new project go beyond the scope of your current FSC-funded project?

The additional scope may include expanding or extending a project model, its principles and/or components. For example, it may include expanding the project to new regions or jurisdictions, including new or larger target populations, and testing different delivery formats to understand what works to address demands. This would assume the potential for bringing additional partners to deliver the project at a broader scale. The additional scope must be grounded in new concrete learning questions to contribute to your work and of others in the skills ecosystem.

This proposed project goes beyond the scope of our current initiative in relation to its design, delivery, engagement with industry and academic partners, and outreach to underrepresented groups. This project will expand on key components of our current program within our three learning streams. Doing so will require CASTL to establish new partnerships with academic institutions in key geographic areas that are either established or emerging as hubs of bioscience activity.

CASTL will also expand its reskilling program and work with academic and industry partners to tailor the program to meet demands of industry and provide opportunities for underrepresented populations within their regions. By incorporating new technologies and facilitating new program delivery methods through the creation of a CASTL Online Learning Academy, this proposed project will provide greater availability and access to skills development and training, especially in biopharmaceutical manufacturing for newskillers, reskillers, and upskillers from anywhere in the country.

(150 words maximum) Word Count: 150

4. Importance of the additional scope

Why is the additional scope of your project important to your organization, sector and target populations? Why is it timely?

The impact of COVID-19 on the national bio-economy and the importance of expanding our initiative across Canada cannot be overstated. CASTL was established to meet the sectoral demand for skilled talent and the emergence of COVID-19 within Canada has only intensified this need. A national labour market report¹ estimates that Canada's bio-economy will far exceed the supply of available talent as early as 2024. Additionally, there is a pressing sense of urgency to develop skilled talent during a time of unprecedented investment in the sector. This project will provide a coordinated skills national development solution or a highly regulated and standardized sector through the development/delivery of specialized programming. A national network of partners will also be established to support the development of skills and training solution to support the bioeconomy ecosystem including biopharmaceutical manufacturing.

BioTalent Canada (2021). National Report: Close-up on the Bio-economy Labour Market Intelligence. Ottawa: BioTalent Canada

(150 words maximum) Word Count: 150

PART 3 - PROJECT DETAILS

In this section, please provide information about how your new project supports each of the selection criteria of this targeted call.

We provide prompting questions to help you address all criteria in the application guidelines. You may prepare this section following the prompting questions in sequence or using your own sections and narrative.

Although you have flexibility regarding the format for this section, please make sure that you address all criteria according to the prompting questions. Reviewers will assess your application by scoring each criterion individually.

This section should not exceed **seven** pages. We anticipate that most proposals will present this section in **five** pages.

“The future of work consists of learning a living.” – Marshall McLuhan

Relevance:

As a regional initiative, CASTL has been continuously categorized by project stakeholders as timely, ambitious, and critically important to facilitate skills development at a rate that keeps

¹

pace with the sectoral demand for skilled workers. From the outset of this initiative, our work has been focused on strengthening skills development and training within the national bioscience ecosystem by first demonstrating the efficacy of our innovative approach within the Atlantic region through continuous engagement with project stakeholders and ongoing evaluation of our programs, progress, and results. Despite the challenges presented by the emergence of COVID-19, CASTL has consistently advanced development and implementation of our initiative within our regional bioscience ecosystem. We have met many project milestones and demonstrated impressive results to date and these achievements continuously confirm and reinforce the relevancy of our current initiative.

The Future Skills Centre (FSC) is strategically focused on strengthening Canada's skills development ecosystem across the country to create, support and encourage meaningful and relevant lifelong learning opportunities for all Canadians far into the future. The development of a skilled pipeline of talent to support growth within the national bioscience ecosystem is the strategic foundation upon which CASTL is built. Our current initiative is addressing an urgent need for skilled talent within our region and with continued support from FSC, we are confident that CASTL will be a leading initiative in Canada to address skills and training gaps in the national bio-economy in a strategic and systematic way.

The impact of the global COVID-19 pandemic has increased national attention and focus on the need for Canada to become more self-sufficient regarding biopharmaceutical manufacturing. In a recent national labour market indicator report, BioTalent Canada estimates that 65,000 additional workers will be needed within the bioscience industry by 2029 and that the need will be greatest in the biopharmaceutical manufacturing sector. Skills development and the creation of a sustainable pipeline of talent are vital to Canada's bioeconomy, but there are serious shortages across all levels of the biosciences landscape, and this is especially the case for the national biopharmaceutical manufacturing sector. This proposed project will address the national economic demand for skilled talent in the national bioscience ecosystem and especially in the national biopharmaceutical manufacturing sector.

Innovation and Evidence:

The Right Model at the Right Time

CASTL is the first-of-its-kind partnership between academia, industry, and government to address the future skills needs of the Canadian life sciences sector. With a specialization in biopharmaceutical manufacturing skills and training, CASTL delivers on the economic demand for individuals who are work-ready to enter, thrive and meet the needs of the Canadian bioscience industry. Our initiative is founded on the principles of innovation, strategic relationship building, collaboration, evidence-informed decision making and evaluation. From its inception through to implementation of our programming through various phases within our three learning streams, we have been, and continue to be, strategic, systematic, inclusive, future-oriented and focused on impact within all three of its skills development streams (newskilling, reskilling, and upskilling) simultaneously. Innovation is interwoven both within our design and in our approach to implementation.

Canada ranks fourth in global health and biosciences hubs, according to measures identified by the U.K. Bio-Industry Association. CASTL was envisioned in response to evidence of the need to build skilled talent capacity within the bio-economy. In 2018, the Canada's Economic Strategy Table in Health and Biosciences (HBEST) identified the need for the right skills and talent as one of the essential elements required for Canada to become a global leader and hub of bioprocessing, bioproduction and biomanufacturing activity. The pressing reality that led to the creation of CASTL continues to inform and evolve this initiative:

- The bio-economy is a significant contributor to the Canadian economy
- A shortage of skilled workers is the biggest challenge that could hinder the success and sustainability of the sector.
- There is urgent need for skills development, training opportunities, and support for individuals seeking their first jobs in the sector or making a transition into it. Opportunities also need to be created for individuals working within the sector to develop future leaders from within the sector in Canada.
- Meeting the demand for skilled talent will require greater engagement and inclusion of underrepresented populations within the sector including immigrants and women.

Skilled workers who are adequately educated and fully trained through work-integrated learning (WIL) experiences are essential to ensure that Canada can realize the employment opportunities and economic benefits that the bioscience and biopharmaceutical manufacturing sectors offer to Canadians. CASTL is currently well-positioned to meet these needs and expanding our regional model across the country will allow CASTL to strategically support the sustainability of the bioscience ecosystem on a national scale.

The Right Resources at the Right Time

In the July 2021, CASTL established a formal partnership with the National Institute of Bioprocessing Research and Training (NIBRT) to become the official and exclusive provider of NIBRT Training curriculum in Canada and NIBRT's Canadian Global Partner. Besides CASTL, NIBRT's current global partnerships include educational and technical training institutions in the US, Korea, China, and Australia. As NIBRT's Canadian Partner, CASTL will also be the sole provider of NIBRT's Online Learning Academy (NOA) which is being customized, tailored, and rebranded for the Canadian bioscience ecosystem and academic institutions across the country. CASTL's Online Learning Academy (COA) will provide a unique learning experience for students and individuals already working in the industry by offering online access to skills and training resources in biopharmaceutical manufacturing and bioprocessing from anywhere in the country. Accessed from our CASTL website, the COA will provide:

- 60+ Online learning courses
- Repository of resource materials for in-person and online training
- Ability to host VR and AR training
- Online skills assessment tools
- Webinar and virtual classroom capabilities

- Calendars of training events

The Right Evidence to Inform the Right Program Development

Ongoing evaluation and evidence-informed measurement of CASTL's programs and processes has been built into the CASTL initiative from the beginning of this project. CASTL has a dedicated resource on our project team who is responsible for the development and deployment of various evaluation initiatives within our three program streams. We develop evaluation frameworks for the various project phases that guide the development of relevant program evaluations through all program stages. To date, CASTL has completed the following evaluations:

- A review of post-secondary training in BioTalent courses
- An assessment of the effectiveness and satisfaction with the NIBRT online academy training pilot with BIOVECTRA Inc.
- Intake, interim and exit surveys related to in-class learning for the 1st and 2nd cohorts in the CASTL Bioscience Reskilling Program presented in partnership with Holland College
- Post-employment surveys for new entrants into the bioscience sector
- Satisfaction surveys for the STEAM PEI K-12 programming both within the school system and the community

For this proposed project, CASTL will continue to develop, assess, monitor, evaluate and report on our progress and achievements to all of project stakeholders through targeted communications as well as the public through our various social media platforms. CASTL will continue to evolve our robust evaluation frameworks to allow for the identification of challenges and reflection on lessons learned to support continuous quality improvement throughout this project. Our approach to evaluation is straightforward and systematic: articulate aims, accomplish actions, achieve results, and evaluate opportunities for improvement. The implications of our approach for the broader bioscience ecosystem are significant and is evinced by the interest and support expressed by bioscience associations and networks across the country (Bio New Brunswick, Bio Nova Scotia, Life Sciences British Columbia, Bio Quebec, Bio Manitoba, Life Sciences Ontario, AgWest Bio-Saskatchewan, Invivo – Montreal, BioPharma Development Quebec, Pharmaceutical Sciences Group, BIOTEC Canada, BioTalent Canada, adMare, Quebec Centre for Expertise in Applied Research in Sciences (CERASP), and Innovative Medicines Canada) as well as academic institutions outside of the Atlantic region (University of British Columbia, University of Toronto, Sherbrooke University) and national K-12 STEM outreach networks (Actua Canada).

Learning:

Our current project has generated significant learning for CASTL that has both informed and evolved our project. We have learned that building relationships with current and potential project partners, continuously expanding our networks, and facilitating opportunities for meaningful collaboration between industry and academia are vital to the current and continued success of this project.

Another key learning arising from our current project is that academia and the bioscience sector often have very different priorities and pressures and finding ways to facilitate and support authentic collaboration between these entities can be challenging due to differences between their organizational values and cultures. In academia, turning thoughts into action takes time while the concept of time within the bioindustry is driven by speed and revenue targets. These differing perspectives of time and urgency have challenged CASTL as we continuously and continually work to move our initiatives forward. To date, we have successfully addressed this challenge by creating and facilitating opportunities for industry and academia to come together to learn from each other and foster greater understanding of their respective challenges, a deeper awareness of their shared interests, and a more tangible understanding of their shared goal to develop a highly skilled, technical competent and professionally confident workforce. These insights will continue to guide and inspire this project as we expand our academic and industry partnerships across the country and work to convene and coordinate collaboration between them on a national scale.

Even prior to the emergence of COVID-19 in Canada and around the world, CASTL anticipated that the need for skilled talent in the biopharmaceutical manufacturing sector would increase significantly based on evidence, indicators, and assumptions regarding both the importance of the sector to the health and well-being of Canadians and the need for greater national self-sufficiency related to biopharmaceutical production and supply chain management. Since the beginning of this project, CASTL has been in ongoing discussions with the National Institute for Bioprocessing Research and Training (NIBRT). NIBRT, is recognized internationally as a leader in providing industry-informed skills and training curricula in biopharmaceutical manufacturing and bioprocessing for over a decade. Plans are also in progress to establish a CASTL training facility in Charlottetown, Prince Edward Island that will be housed temporarily in the Bio-manufacturing Incubator scheduled to open in summer of 2022. This facility will support hands-on training for learners in all three program streams. The training suite will be expanded upon completion of the Atlantic BioAccelerator facility which is scheduled to open in 2024. In becoming NIBRT's fifth global partner and by establishing a training facility, CASTL is well-positioned to be the leading provider of biopharmaceutical manufacturing skills development and training solutions for Canada at a time of unprecedented growth and therefor highly qualified personnel in the sector.

The vision to expand our model across Canada in all three of our learning streams will address important questions for both the national bio-economy and for the CASTL initiative regarding strategy, capacity, and sustainability. With rapid technological developments and new advances in research, innovative approaches to industry-informed training options for people at all stages of their learning journey are needed, and needed quickly, to advance the bioeconomy in Canada. CASTL believes that the programming we have developed to date supports the long-term growth and sustainability of the bioscience ecosystem both regionally and nationally and we think that our partnership with NIBRT is critical to achieving this. NIBRT curricula is the global gold standard for industry-informed skills development and training.

In offering NIBRT curricula to academic and industry partners across the country, CASTL will support the development a work-ready workforce for the Canadian bio-industry which will ensure that it can compete on a global stage. It is a fact that the biopharmaceutical manufacturing sector, which is already critical to the health and well-being of all Canadians, will need to grow dramatically if Canada is to regain its capacity to produce vaccines domestically. This reality when considered in relation to the research indicating Canada is already in a severe skills deficit when it comes to the bioeconomy makes CASTL the initiative at the right time for both our region and the country.

Equity, Diversity, and Inclusion:

A thriving Canadian bio-economy, like a thriving learning environment, is one where all individuals are safe and secure, have a sense of belonging, and feel valued for their ideas, backgrounds, perspectives, and experiences. CASTL has developed an Equity, Diversity and Inclusion (EDI) policy in the spring of 2021. We have also developed an EDI strategy to inform and guide our current programming sets out our approach to supporting equality, diversity, and inclusion through ongoing collaboration with our academic and industry partners. It also identifies our strategies for promoting EDI within our own organization through communication, employee training, program evaluation, and creating culturally safe spaces that provide everyone with a sense of belonging.

Some of our current practices that directly support EDI principles include:

- Ensuring that CASTL initiatives are in alignment with existing EDI policies, plans, and strategies established by our academic and industry partners as well as other key stakeholders.
- Incorporating EDI principles into all CASTL programming.
- Outreach and engagement of underrepresented groups in all CASTL programming (i.e., CASTL Student Financial Awards, CASTL Reskilling Program, K-12 programming)
- Working collaboratively with academic partners, industry, government, and community organizations to address systemic barriers to learning and employment.
- Demonstrating our commitment to EDI with learners, academic partners, industry, government, funders, and other key stakeholders through our program reporting and promotional activities.
- Supporting the regional bio-economy to increase representation and inclusion of diverse groups within their workplaces through CASTL programming.

This proposed project will further the principles of equity, diversity, and inclusion in the Canadian bioscience ecosystem by continuing to endorse, support and demonstrate that EDI is an integral aspect of developing a skilled labour force to support its continued growth and sustainability. This project will also continue to champion equity, diversity and inclusion within the national bioscience ecosystem as a way to attract, develop and retain a highly qualified and highly motivated workforce that possesses a wide range of skills, strengths, experiences.

Capacity:

CASTL is led by the PEI BioAlliance. This cluster-based organization has contributed significantly to both the growth of the bioscience sector and the economic development of the province of PEI. The PEI BioAlliance has created an innovation ecosystem that has doubled its economic impact since 2016. In 2020, private sector companies earned \$365 million in business revenues annually. Additionally in 2020, the sector invested \$85 million on new equipment and facilities and attracted \$60 million in private sector investment.

CASTL is continuously fueled by the power of the strong and sustained partnerships, networks, and collaborations fostered and facilitated by the PEI BioAlliance. These existing regional and national relationships provide CASTL with a formidable and far-reaching, existing client base from which to build a national biopharmaceutical manufacturing skills and training program for the sector.

CASTL is a national initiative that is endorsed and supported by government at both the federal and provincial level. CASTL is located in Atlantic Canada because the region is home to a highly productive and profitable hub of biomanufacturing and bioprocessing businesses as well as the Prince Edward Island BioAlliance, one of Canada's best examples of a cluster-based, collaborative partnership model. We have made significant progress in expanding its programming in Atlantic Canada and are currently at work on strategic plans and processes to foster and facilitate further expansion across the country. Our current initiative, although regional in scope at present, has a vision, mission, and mandate to coordinate and facilitate national sector growth within the bioscience sector including biopharmaceutical manufacturing.

All our efforts to date have been to support the evolution and expansion of this unique and innovative collaborative partnership model between industry, academia, government, and other key bioscience associations across the country to ensure the establishment of a national model for skills and training in life sciences. Moreover, CASTL has received significant national and international exposure and interest from biomanufacturing and bioprocessing companies, regional and national bioscience and biotech associations, academic institutions, industry associations and the media.

Talent is the heart of every successful initiative and organization, and this is the case in relation to the current CASTL team. Our current team is highly-educated, experienced and dedicated with over 50 years of combined professional experience and expertise in a variety of professional fields including education, curriculum development, adult education, program design and development, project management, corporate communications and marketing, program evaluation, stakeholder engagement, public policy, and human resource management.

To successfully expand our initiative across the country, CASTL requires a highly qualified and experienced professional to lead the technical training aspects of our programming. CASTL recently hired a Director of Technical Training with more than 20 years of experience in life science research, process development and biomanufacturing who will be responsible

for leading and directing various innovative training programs through CASTL's exclusive partnership with NIBRT. The Director of Technical Training will also take a leadership role in CASTL's training facility design, and management, engage with industry on training needs and lead training program implementation and ensure that CASTL offers a best-in-class training experience to both academic and industry partners. CASTL will also require dedicated additional resources to support the national expansion of our current programming especially in within our reskilling stream. This program requires a high degree of administration and coordination for which the current team would not have the capacity to manage effectively.

CASTL's current initiative has an excellent track record with FSC to date. We have been commended by FSC for the innovation of our programming, our approach to building strategic partnerships, our efforts to foster greater collaboration between industry and academia, and for the quality of our reporting on our progress and achievements to date. Furthermore, FSC recently reached out to CASTL with a request to showcase our K-12 Programming for their upcoming bulletin focused skills development and youth.

Coherence:

The main activities of this proposed project that will enable us to meet our project objectives include the following:

- Work with academic institutions, industry, industry associations and governments across the country to build skills development and training capacity for the biopharmaceutical manufacturing sector supported by leading-edge, first-in-class industry-informed curricula developed by NIBRT and delivered by CASTL.
- Continue development of new skilling programs underway with post-secondary partners including the development of partnerships for specialized CASTL bioscience programming post-secondary institutions across the country in key geographic areas of bio-industry activity that supports students in acquiring the theoretical knowledge, technical skills and professional competencies required for successful entry into the Canadian bioscience ecosystem.
- Implement the CASTL Bioscience Reskilling Program on a national scale in key geographic hubs of bio-industry activity across the country including British Columbia, Ontario, Quebec, and the Atlantic region.
- Build on the success of CASTL's engaging and interactive K-12 programming within the K-12 school systems and communities across the country through a partnership with a national STEM network for youth such as Actua Canada.
- Continue to increase awareness of bio-economy career opportunities by introducing students to industry earlier and through WIL opportunities and networking opportunities with the bio-industry both regionally and nationally.
- Continue to work with provincial, regional, and national partners to reduce barriers to participation in the bio-economy for international students, newcomers, indigenous peoples, and other underrepresented groups.

- Continue to expand, evolve, and implement skills development and training programs based upon evidence-based industry need that support the development of skilled talent that is competent and confident to contribute to the success of the national bio-economy.

It is projected that Canada's bio-economy will have a market size of \$240 billion by 2030. However, the growth of the bio-economy is inexorably intertwined and almost entirely dependent upon an available pool of skilled talent to support it. The proposed budget for this project is \$3,479,798. The amount of funding that CASTL is requesting is reasonable in relation to scope, activities, and intended outcomes of this project. FSC's continued investment in CASTL will help to ensure the success of our current and future efforts to support the growth, success, and sustainability of Canada's bio-economy including the biopharmaceutical manufacturing sector. Investing in CASTL's efforts to expand our programming across the country is an investment in Canada's ability to keep pace with a global marketplace that is rapidly growing. Furthermore, FSC's investment in CASTL will support our continuing efforts to develop the large pool of skilled talent by convening collaborative partnerships between industry and academia as well as the development and implementation of innovative programming across the country. These initiatives are essential for our country so that we successfully recover from the present pandemic. They are also critical for the wellbeing of all Canadians and for the health of our national economy.

(3,500 words maximum) Word Count: 3460

PART 4 - PROJECT WORK PLAN AND BUDGET

1. Please submit a **one-page work plan** with key milestones and their timeline. **Do not** include detailed activities at this time. If your proposal is selected, we will work with you to develop a detailed work plan.
2. Please complete the project budget template provided to you as part of the application material.
 - a. Include only **new funding** associated with your new project and its additional scope. Please do not include the existing funding that is already part of your current funding agreement with FSC.
 - b. If applicable, identify new 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 targetedcall@fsc-ccf.ca.

4. You may use the space below to provide comments to accompany your work plan and/or budget.

The workplan submitted by CASTL in response to this by-invitation call for proposals is intended only as a high-level overview of key activities in relation to intended program outcomes.


(100 words maximum)

PART 5 - DECLARATION

By submitting an application, the lead organization and its partners agree to the requirements of the following sections, detailed in the guidelines outlined for this funding call, and they affirm that they comply with and/or commit to the following:

- Organization eligibility.
- Active support for co-creating and carrying out an evaluation with an FSC-approved evaluator, if FSC decides an evaluation is appropriate for this 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.
- Confidential due diligence inquiries from Future Skills Centre into the applicant.

Signature



Penny Walsh-McGuire

Name of signing authority

Penny Walsh-McGuire

Date

October 29, 2021