Human Resources and Social Development Canada   **Ressources humaines et Développement social Canada**

Workplace Skills Initiative (WSI)
Second Call for Proposals - 2007
Application Instructions and Forms

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WSI Context in Human Resources and Social Development Canada

The Workplace Skills Strategy is a key element of the Government of Canada's commitment to playing a partnering role in supporting Canada's workplaces to increase their skills capacity and improve productivity. The vision of the Workplace Skills Strategy is to generate inclusive, sustainable and internationally competitive workplaces where workers use their skills, knowledge and abilities to produce high value products and services that will increase the quality of life for all Canadians.

A key part of the Workplace Skills Strategy, the Workplace Skills Initiative (WSI) is designed to provide funding to promote awareness around workplace skills issues and to help mobilize employers and the employed to transform workplaces so that they become more competitive, productive, and highly skilled on an ongoing basis.

Background for the WSI Second Call for Proposals - 2007

Canada has a highly-skilled, flexible work force and a labour market that adapts well and rapidly to adjustment pressures. Globalization, population aging, declining labour force growth and other drivers, however, point to a continuing and perhaps unprecedented pace of change in Canada's immediate future. A key challenge will be to sustain growth in Canadians' living standards in view of an economy that is at or near full employment and has looming demographic changes which will inevitably slow the growth in our working population. The global, technological, and demographic shifts currently impacting the Canadian economy have serious skills implications. The impacts of these challenges on the labour market can be seen throughout the country, regardless of geographic location, sector or nature of work.

The 2006 *Speech from the Throne* and *Federal Budget* have stated that the Government of Canada will promote a more competitive and productive Canadian economy with human capital development being a fundamental underpinning to delivering on this continued economic growth, productivity and international competitiveness. However, the responsibility for meeting these challenges is shared: Federal and Provincial Governments, employers and individuals all have an important role to play in human capital development across the skills spectrum.

Making maximum use of the talents and abilities of all Canadians will become an increasingly critical consideration in ensuring the country's continued economic and social prosperity. While no single strategy will be sufficient to address the pressures being faced, central to any approach are issues related to labour market participation, retention, skills development, up-skilling/re-skilling, knowledge and skills transfer and a more seamless integration of qualified workers into positions where their skills match those required of employers. Three groups - older workers, low-skilled workers and newcomers to Canada -

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are currently seen as having the potential to contribute to the skills requirements of employers, particularly SMEs. These three priorities are based on extensive research, consultation and a review of current departmental priorities.

Older workers

Like many countries around the world, Canadian statistics show an aging population and a significant increase in older workers. As labour force growth diminishes, older workers (aged 55-64) are becoming an increasingly important human capital asset. Research indicates that older workers have a substantially lower level of labour market participation (57%) compared with prime aged workers (87%). In addition, as they exit the labour force, older workers take their acquired skills and knowledge with them. The Organization for Economic Cooperation and Development (OECD) argues that the continued labour force participation of older workers is the single largest potential source of labour force growth, with corresponding benefit for productivity. Employers must access and retain this underutilized resource if they are to effectively address their increasingly pressing skills needs. Yet, as reported by the Conference Board of Canada, although most employers are aware of the potential consequences of an aging workforce, few are developing specific strategies to deal with the issue. Increased employer investment in the retention, skills upgrading, and retraining of older workers will also encourage a more proactive approach to skills transfer and human resource planning issues such as succession planning.

Low-skilled workers

While many instruments are in place to support the skills development of unemployed or underrepresented workers, a gap remains for those who are currently employed but working in low-skilled occupations. These workers represent another underutilized resource in an economic environment characterized by diminishing labour force growth. According to a 2006 OECD report entitled *Skills Upgrading - Policy Perspectives*, low-skilled workers have become a priority for policy makers in many OECD countries because of skills gaps and shortages and a desire to increase productivity. This focus is reinforced by a recent Canadian study that demonstrates a relationship between investment in the human capital of low-skilled workers and a country's future growth and labour productivity (Coulombe, Tremblay and Marchand, 2004).

Despite these findings, lower-skilled workers have much less access to job-related training. Employer-sponsored training is unevenly distributed and tends to favour those who already have higher technical and essential skills levels and have full-time permanent jobs. Workers with higher levels of education or employed in professional/managerial occupations receive more employer-sponsored training than lower educated workers and those in manual labour occupations. In addition, employees whose jobs have high literacy and essential skill requirements also tend to receive more employer-based training.

Newcomers to Canada

A reality for a large majority of newcomers is that they are unable to access employment opportunities that match their own skills and experience with the necessary skill requirements of employers. Employers tend to favour newcomers that possess Canadian work experience and have demonstrated that they can adapt to Canadian workplace culture. The end result is that a large portion of newcomers remain in low-skilled and low-paying occupations. Recent research indicates that approximately 60% of employed immigrants work at a lower level of occupation than they did prior to coming to Canada, regardless of education level. The cost of underutilization of immigrant skills in Canada has been estimated at $2.4 billion (1996 dollars) yearly. In the next ten years, immigration will account for about 17% of new entrants into the labour force (or about 120,000), while school leavers will account for the remaining 83% (an average of 610,000 a year). A major productivity issue for Canada is to maximize the contribution that immigration can make to the Canadian labour market. Many newcomers are highly qualified and possess a wealth of knowledge and expertise which could benefit Canadian employers facing severe skills shortages. More successful integration by employers would lead to increased economic growth and labour productivity. The federal government has a role to play in helping to "close the gap" by making the necessary investments to successful newcomer integration.

Requirements and Priorities for the WSI Second Call for Proposals - 2007

WSI General Proposal Requirements

Projects submitted for consideration under WSI must meet the following criteria:
- Be partnership-based;
- Applicants and/or partners provide cash and/or in-kind contributions at a minimum of 25% of the eligible costs of the project;
- Applicants and partners be willing to share lessons learned/best practices;
- Projects be promising, demand-driven and targeted to Canadian employers and their workers;
- Projects develop skills for workers and/or HR tools and practices for the workplace; and
- Build on current and leading edge trends in Human Resources (HR) which address skills gap impacts.

Specific Priorities for the WSI Second Call for Proposals - 2007

Given the importance of older workers, low-skilled workers and newcomers to Canada to future labour force growth and the skills available in Canada's labour market, this second WSI Call for Proposals solicits demand-driven proposals up

to 24 months in duration that are partnership-based, focussed on Canadian workplaces and address one of the three following objectives:

1. Older Workers:

Projects that support the adoption, testing and sharing of promising tools and approaches to increase labour market participation of Older Workers to support recruitment, retention and knowledge and skills transfer. This could include: up-skilling, re-skilling, adapted human resource planning including succession planning, mentoring, job shadowing, alternative work arrangements, paid training leave, skills assessment and recognition, and career guidance.

2. Low-skilled Workers:

Projects that support the adoption, testing and sharing of promising tools and approaches for enhancing the employability and skills of low-skilled workers or workers in low-skill occupations to suit employer needs. This could include: essential and technical up-skilling, re-skilling, mentoring, paid training leave, flexible time management, skills assessment, and recognition of informal learning and career guidance.

3. Newcomers to Canada:

Projects that support the adoption, testing and sharing of promising tools and approaches to better integrate employed newcomers to Canada, particularly those in non-regulated occupations, and designed to overcome barriers, upgrade technical and essential skills, match jobs and skills, and/or improve essential skills of newcomers in Canadian workplaces. This could include: work attachments, mentoring, internships, adapted human resource planning, paid training leave, skills assessment, and recognition and career guidance.

Please note that preference may be given to those projects that focus on the continuing skills development of these underutilized groups in Small and Medium Sized Enterprises (SMEs).

Project design should consider the continued WSI goal of encouraging and sustaining employer investment in workplace skills development.

This WSI Call for Proposals package invites eligible organizations and their partners to develop projects that address one of the three objectives identified above.

Note that although proposals in this call for proposals need to focus on Older workers, Low-skilled workers, or newcomers to Canada, employee participation is not exclusively limited to these groups of workers. For example, a project

proposal may target newcomers to Canada, but by doing so include participation of all employees in a workplace.

Limitations

Human Resources and Social Development Canada (HRSDC) is under no obligation to approve any application through this process and reserves the right to accept proposals from time to time separate from the CFP process.

Federal contributions under this Call for Proposals should not exceed a maximum of $2 million in funding per year per proposal and not be more than 2 years (24 months) in duration.

The maximum federal contribution is set at 75% of the total value of eligible project costs. Recipients and/or partners must contribute at least 25% to eligible project costs through cash contributions and/or well documented fully justified in-kind contributions, based on fair market value, to proposed activities.

WSI will not duplicate programs/projects that may exist in other jurisdictions.

Inquiries

As this is a competitive process, HRSDC staff cannot assist organizations in the development of their original proposal submissions. Technical questions not covered in this package can be sent via email to: wsi-icmt@hrsdc-rhdcc.gc.ca. Please note that questions received five (5) working days prior to the submission deadline are not guaranteed a response.

Eligibility

Eligible recipients may include:

- Businesses and private sector organizations;
- Unions;
- Not-for-profit organizations, such as employer and labour associations, sector councils, training organizations;
- Public health and educational institutions;
- Band, tribal councils, AHRDA holders (Aboriginal Human Resources Development Agreement holders);
- Municipal governments, their corporations or agencies;
- Provincial and territorial government boards, commissions and agencies.

Applicants are expected to build upon or create new partnerships to secure expertise and financial support to develop and strengthen their proposals.

The WSI reserves the right to limit the number of projects from any one applicant, affiliated network or group of applicants.

Applicants or partners that receive a significant portion of their revenues from federal government sources must be identified as such. These applicants or partners need to clearly demonstrate that their contribution to the project proposal is generated from other non-federal government sources in order to be considered towards the minimum 25% partnership funding.

Eligible Project Costs

Eligible funding categories include:
- Program administration/overhead costs such as wages and benefits, rental of office space, telephones, etc. that are directly related to the project;
- Equipment including tools (purchases may be allowed where it can be demonstrated to be cost-effective over rental, is necessary for the success of the project proposal, and is dedicated solely for project proposal activities);
- Materials and supplies directly related to the success of the project;
- Cost associated with printing, translation and dissemination of project reports;
- Communications activities, events, and materials including promotional material and activities including awards and rewards, print, web-based and other media;
- Cost associated with developing and testing workplace skills models and HR tools and practices such as internships, mentoring, coop, articling, laddering, upskilling;
- Financial assistance may be provided to employers and coordinators to cover the costs of wages and the employer's share of employment related costs for participants.
- Professional fees related to legal services, evaluation, financial audit, or for expertise not available in the applicant organization;
- Contributions for capital assets such as purchase of computers and other office equipment, furniture and other assets necessary to the project, will normally not exceed $10,000 and will be available for recipients of not-for-profit and small and medium-sized enterprises only; and,
- Travel within Canada that is directly related to the project activities (allowances must comply with current Treasury Board of Canada travel guidelines):
http://www.tbs-sct.gc.ca/tbsimScripts/topic-sujet-list_e.asp?ID=285&view=expand

Significant project proposal costs that the applicant is proposing to contract to a pre-determined third party organization must be clearly identified in the proposal.

Ineligible Project Costs

- The creation of stand-alone Web sites, portals or databases outside the context of the pilot project;
- Developing and/or delivering accredited primary, secondary or post secondary curricula;
- Direct purchase of in-classroom training from any organization/trainer;
- Capital improvements, such as the construction or renovation of buildings;
- Purchase or lease of equipment not solely for this project;
- Regular ongoing operational activities of an organization including administrative overhead;
- International travel;
- Any project costs incurred by the applicant or partner(s) before an agreement is approved and signed by HRSDC;
- Costs incurred in the preparation of the proposal (including lobbyist fees);
- Contingency fees;
- Entertainment costs;
- Fines or penalties;
- Costs towards bringing unemployed individuals into the labour market;
- Professional or consultant fees for goods or services provided by partner organizations or by individuals receiving a salary from the applicants or partner organizations;
- Profit.

Ineligible costs are not to be included in calculations when determining the total value of project costs and ensuing recipient contribution amounts (cash or in-kind).

Proposal Compliance

Application Screening
Departmental officials will screen your application package to ensure that it meets all mandatory eligibility criteria and that all required materials have been submitted.   It is the sole responsibility of the applicant to ensure their application is consistent with all CFP instruction requirements. Your application will be assessed only on the written material submitted and unsolicited documents will not be accepted after the deadline.

Following receipt of your completed application package, a letter of acknowledgement will be mailed to the contact person identified on the application form. Applicants whose proposals do not meet eligibility criteria or mandatory requirements can expect to be notified by mail approximately 30 days after the proposal deadline, subject to the volume of applications. Applicants are urged to check the WSI Web site for general proposal status as timelines with respect to individual proposals will not be provided. Applicants whose proposals do pass eligibility criteria and mandatory requirements will be notified by mail that their proposals are being further reviewed and assessed.

The WSI reserves the right not to fund all eligible proposals subject to annual availability of funds as well as sound funding principles taking into account lessons learned and future needs.

Proposal Assessment
Eligible proposals are assessed and recommendations are made based on established criteria (below). The review committee is composed of governmental officials and non-governmental experts. Provincial/territorial and/or federal Departmental officials may be consulted where appropriate.

Proposals are assessed on their degree of fulfillment of the following criteria:

- Clear and detailed project background (e.g. what work has been done leading up to this project, including the citation of relevant literature or other research/initiatives done in the area with illustration on how the project builds on such work, etc.), and the rationale and significance of the proposal in support of the knowledge base of the subject matter (20%);
- The degree to which the project proposal meets the objectives and scope of WSI and the specific parameters of this Call for Proposals as outlined in the Background and Priorities sections of this call package. This includes impact on employers and employees, stakeholder support, and the potential to affect other Canadian workplaces (20%);
- Project description including activities, linkages of activities to project objectives and outcomes, roles and responsibilities, and project communication and dissemination (30%);

- Outcome and output measures including the evaluation and quantification of expected results, impact analysis, and performance measures of success (20%);
- Budget information, including reasonableness of expenditures, linkages to proposed activities, narrative justification of proposal expenditures and in-kind contributions (10%).

WORKPLACE SKILLS INITIATIVE (WSI) APPLICANT INFORMATION	**Official Use Only** **Date Received:** **File Number:**

Name of Project:		

Name of Applicant:		

Legal Name of Applicant (if different):	City/Town:	Province:

Mailing Address:	Area Code/Telephone Number:	Area Code/Fax Number:

Postal Code:

E-mail Address:

URL Address (if applicable):

Location of Activity:

If you are a subsidiary or affiliate of another organization, please state the relationship:

Name and Title of Contact Person:	Telephone Number (if different):
Language of Correspondence: ☐ English ☐ French	GST/HST Rebate (%):_____
Business Registration Number (15 digit CRA number)	Incorporation Number

Nature of organization:
  ☐Private   ☐Public   ☐Not-for-profit
	Incorporated organization:
	  ☐Yes ☐No

Number of Employees: full and part-time	Date organization established:

Main service or product of organization:

Duration of Proposed Activity:

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Workplace Skills Initiative (WSI)
PROJECT FINANCIAL SUMMARY

TOTAL Project Proposal Costs	$
HRSDC Contribution Requested	$
Contribution from Applicant	$
Contribution from Other Sources (Partners, Other Levels of Government)	$

Source:	
Unconfirmed: $	Confirmed: $
Source:	
Unconfirmed: $	Confirmed: $
Source:	
Unconfirmed: $	Confirmed: $

Legal Signing Officers for Contract Purposes

Title	Name	Specimen Signature

Legal Signing Officers for Claims/Financial documents/Cheque Purposes, if different from above

Title	Name	Specimen Signature

NOTE TO APPLICANTS: **This information is collected under the auspices of Human Resources and Social Development Canada for the purpose of administering programming. The information collected will be subject to the Access to Information Act. The information will be placed under Program Record Number HRSDC-HRI 293. I/We certify that the above is an accurate description of our organization and our plans for the specified activity.**

Applicant Name (please print)	Position	Signature	Date
Applicant Name (please print)	Position	Signature	Date

<u>WSI Proposal Template</u>

Use single-sided on 8.5" x 11" paper with font no smaller than Arial 12 and do not exceed 20 pages (approximately 5,000 words) in length, excluding budget and letters of support. Do not re-order or re-title the proposal sections below.

Name of Applicant
Provide the common name of the applicant organization.

Project Title
Provide a title for your proposal.

Background (4 page maximum)
- Include a clear and detailed project background (e.g. what work has been done in leading up to this project, including the citation of relevant literature and/or other research/initiatives in the area with illustration of how the project builds on such work, etc.), and the significance of the proposal to the knowledge base of the subject matter

Objectives (4 page maximum)
This section should provide a clear and measurable description of what the project is expected to achieve.
- Provide a clear rationale outlining the importance, originality, and/or significance of the proposed project for the applicant organization, partners, stakeholders (including employers and employees) and, more broadly, the Canadian workplace in general
- Describe existing and/or anticipated stakeholder (non-partner) support, e.g. employers, employees, associations, etc., and how they will benefit
- Specify project objectives and explain how they align with or support the objectives outlined in the 2007 WSI Call for Proposals.
- Outline how the project could benefit and be replicated in other Canadian workplaces

Project Description (6 page maximum)
- Describe activities and how they contribute to the project's objectives and success
- Include significant timelines and key milestones
- Identify major roles and responsibilities of the applicant and partner(s) and how the applicant will manage the project, e.g. use of existing resources, hiring of key staff, project job positions
- Identify proposed location(s) of activities and criteria for stakeholder participation (employers and employees)
- Include communication plan
- Include project dissemination plan

- Provide plan for closure (e.g. self-sustainability, sunsetting) given finite WSI funding

Results (4 page maximum)

This section outlines plans to collect and report data on results of the project:
- Describe the project's outputs (including number of employers and employees directly affected by the project) and other deliverables (e.g. products, tools, reports, seminars, etc.).
- Describe the specific outcomes in concrete terms and how they will be measured (i.e. quantified with clear performance indicators). For example, a performance indicator may be an increase in the level of employee engagement in skills development activities since the project's initiation. This would require a quantified baseline measure and a follow-up measure.
- What is the evaluation strategy? E.g. evaluation of questions to be addressed, methods to be used, timing, etc. How will project success be determined? How will the project be evaluated and measured?
- Provide a timeline that outlines what measurements are planned when (i.e. measurements should not just occur at the very end of the project but should also be on-going throughout the project's life cycle)
- Who will undertake evaluation activities? (Evaluation is generally performed by an independent third party evaluator.)

Budget Narrative (2 page maximum)

- Link significant budget items to project activities
- Provide breakdown as to how expenditure items to be funded under WSI were determined
- Provide brief breakdown and justification of applicant and/or partner contributions including status of partner(s) contributions (e.g. confirmed, expected, or not yet sought)
- Identify major activities requiring the services of third parties
- Identify any proposed contracting of professional services to pre-determined third party organizations
- If applicant and/or partner(s) receive a significant portion of their revenue from federal government sources, identify this organization and its percentage of revenues from non-federal government sources, and clearly show how contributions are derived from non-federal government sources.

  Note: The wages for applicant and partner staff should reflect actual cost and should be reflective of the prevailing rate for the occupation. The following site: www.LabourMarketInformation.ca provides guidance on prevailing rates.

Partners and Letters of Support (not included in proposal page count)

- List all partners and potential partners, their level of financial support for the proposal obtained, and describe any existing relationship between the applicant and partner(s)
- For proposals that have only a partial commitment towards the minimum 25% of eligible costs through partnerships at the time of submission, list and describe the status of any unconfirmed partnerships or anticipated support, and outline of how the remainder of the 25% contribution towards project costs will be obtained
- Provide current, signed letters of support specific to the proposed project from partners. Partner letters should outline their anticipated roles, responsibilities and quantify their anticipated level of financial commitment (cash or in-kind contribution) to the project
- Do not include letters of support from non-partner stakeholders that are generic, non project-specific, or dated
- List any other active grant and/or contribution agreement(s) the applicant and partners have or may have with HRSDC, or with other federal government departments or agencies that fund activities that align with the project proposal
- Briefly outline related achievements including previous projects/activities that have produced successful results and previous experience delivering projects funded by HRSDC and/or other federal, provincial, territorial or municipal governments (name of project/date/duration/funding amount)
- Briefly outline existing or previous partnerships or business relationships with organizations discussed in the proposal, and list any associated successful outcomes

Budget (not included in proposal page count)

The Sample Budget Template that follows below should be followed as closely as possible. A blank budget template is available at http://www.hrsdc.gc.ca/en/ws/initiatives/wsi/index.shtml or can be obtained by emailing wsi-icmt@hrsdc-rhdcc.gc.ca. Budget cost categories should be broken down to a level of detail that is suitable to the particulars of the proposed project.

PROJECT COST CATEGORIES	Year 1			Year 2			Total Costs
	WSI Funded Amounts	Applicant Contribution	Partners' Contribution	WSI Funded Amounts	Applicant Contribution	Partners Contrib,	
1. APPLICANT ORGANIZATION WAGES, BENEFITS AND MANDATORY EMPLOYMENT-RELATED COSTS (MERCS)							
A. Applicant Organization Project Wages							
Specify Position(s)							0
Wages – Subtotal A	**0**	**0**	**0**	**0**	**0**	**0**	**0**
B. Applicant Organization Benefits							
Specify							0
Benefits – Subtotal B	**0**	**0**	**0**	**0**	**0**	**0**	**0**
C. Applicant Organization MERCS							
MERCS - Specify							0
MERCs – Subtotal C	**0**	**0**	**0**	**0**	**0**	**0**	**0**
D. Wage Costs for Participants							
Wage Costs for Participants							0
MERCS for Participants							
Wage Subsidies – Subtotal D	**0**	**0**	**0**	**0**	**0**	**0**	**0**
1. Cumulative Subtotal – Wages, benefits and MERCs (A+B+C+D)	**0**	**0**	**0**	**0**	**0**	**0**	**0**
2. CAPITAL COSTS							
Equipment/Tools							0
Computers/Office Equip.							0
GST paid on capital assets eligible for reimbursement through HRSD							0
2. Capital Costs – Subtotal	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3. PROJECT ACTIVITY COSTS							
E. Professional Fees							
Specify							0
Professional Fees – Subtotal E	**0**	**0**	**0**	**0**	**0**	**0**	**0**
F. Travel Costs							
Management/Staff/Partner Travel							0
Travel for Participants							0
Consultant/Contractor Travel (if not included in prof. fees)							0
Travel Costs – Subtotal F	**0**	**0**	**0**	**0**	**0**	**0**	**0**
G. General Project Costs							
Specify							0
GST paid on professional fees, travel costs and general costs eligible for reimbursement through HRSD							0
General Project Costs – Subtotal G	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3. CUMULATIVE SUBTOTAL OF PROJECT ACTIVITY COSTS (Professional Fees + Travel + General Project Costs (E+F+G)	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Project Cost (1+2+3)	**0**	**0**	**0**	**0**	**0**	**0**	**0**

TOTAL COST DISTRIBUTION			
CANADA	**APPLICANT**	**PARTNER**	**TOTAL**
0	0	0	0
%	%	%	100.0%

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DECLARATION – AMOUNTS OWING IN DEFAULT TO THE GOVERNMENT OF CANADA

Note: Completion of this form is required only if the amount of funding requested from HRSDC is $25,000 or more.

Name of applicant:	
Name**(s)** and title**(s)** of contact person**(s):**	Area code/Telephone number:
Name**(s)** and title**(s)** of contact person**(s):**	Area code/Telephone number:

➢ The information you provide below is collected in accordance with the Treasury Board Policy on Transfer Payments
  (pursuant to section 7 of the *Financial Administration Act*).
➢ While the completion of this form is optional, failure to do so may result in denial of funding.
➢ The information provided will be administered in accordance with *the Privacy Act* and/or *the Access to Information Act*. The information will be stored in the Personal Information Bank HRDC PPU 293 and/or the Program Record HRDC HRI 293. Instructions for making requests pursuant to the *Privacy Act* and the *Access to Information Act* are given in *Info Source*, publications which are found in federal government offices, including all Service Canada Centres, and on the Internet:
  http://www.tbs-sct.gc.ca/tbsimScripts/topic-sujet-list_e.asp?ID=123&view=expand

Do you, the applicant, owe any amounts that are in default to the Government of Canada under legislation or contribution agreements?
         Yes ___   No ___

If no, please sign this declaration and submit it with your application.
If yes, please complete the following chart:

Amounts owing in default	Nature of the amount owing in default (taxes, penalties, overpayments)	Name of government department or agency to which the amount in default is owed

I/we certify that I/we have read and understood the information provided above. I/we declare that I/we have provided the Government of Canada with a true and accurate list of all amounts owing to the federal government which are past due and in arrears as of the time of this application to Canada for funding. I/we recognize that amounts payable to me/us under this agreement may be deducted from, or set-off against, any such amounts owing in default to the Government of Canada. I/we authorize:

(a)   the Minister to disclose to the institution concerned all information contained in this declaration concerning an amount owing in default to a government institution listed above for the purpose of verifying the amount and status of the debt; and

(b)   the government institution concerned to disclose to the Minister all particulars and information relevant to the debt solely for the purpose of the administration of my/our application for funding in connection with my/our declaration.

I/We declare that the information in this form is accurate*.*

Name (please print):_____ Name (please print):_____

Signature:_____Signature:_____

Date: _____   Date: _____

DECLARATION: *An Act respecting the Ministère du Conseil exécutif,* R.S.Q., c. M-30.

Any agency in Quebec funded with public money cannot receive federal grant or contribution funding without prior authorization of the provincial government. This form must be completed by the person representing the organization**, if the organization is located in Quebec**. It must be used for all funding applications pertaining to Human Resources and Social Development Canada (HRSDC) programs and initiatives, except those exempted by an order under *An Act respecting the Ministère du Conseil exécutif*, namely *Summer Career Placements* and *Partners in Promoting Summer Employment.*

Under sections 3.11 and 3.12 of *An Act respecting the Ministère du Conseil exécutif* (hereinafter referred to as Act) certain Quebec entities, as defined in the meaning of the Act, such **municipal body, school body or public agency,** must obtain an authorization, as prescribed by the Act, before signing any agreement with the Government of Canada, its departments or agencies, or a federal public agency.

Consequently, any **entity that is subject to the Act is responsible for obtaining such authorization** before signing any agreement with HRSDC. This requirement does not apply to programs and initiatives exempt by order of the Quebec government, namely Summer Career Placements (SCP) and Partners in Promoting Summer Employment (PPSE). The Supporting Communities Partnership Initiative (SCPI) is also exempt by such an order, but only with respect to entities covered by section 3.12 of the Act.

Please review the relevant provisions of the Act, complete and sign this form, and return it to us along with all the required supporting documents.

Please complete:

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1) Under section 3.11, is the applicant (proposed payee) a *municipal body* or *school body* within the meaning of 3.6.2 of the Act?

    Yes   ___   No   ___

2) Under section 3.12, is the applicant (proposed payee) a *public agency* within the meaning of section 3.6.2 of the Act?

    Yes   ___   No   ___

3) If an agreement is signed between applicant and HRSDC, will the agreement affect a *government agency*, *municipal body*, *school body* or *public agency* within the meaning of the Act?

    Yes   ___   No   ___

If you answered "No" to all three questions, please sign below.

If you answered "Yes" to any question, you must do the following:
- Obtain the authorization from the Quebec government or the Minister of Canadian Intergovernmental Affairs (as the case may be) before signing the contribution agreement.
- Provide a copy of this authorization.

I certify that I have read and understood all the information above, and that the information I have supplied is accurate.

Name and title of representative:

Signature: Date:

INITIAL QUESTIONNAIRE FOR DETERMINATION OF WHETHER AN ENVIRONMENTAL ASSESSMENT IS REQUIRED

Initial Environment Assessment Questionnaire

Name of Applicant: _____

Name of Project: _____

The responses to this questionnaire, along with your completed application form, will help to determine if an environmental assessment of your proposal is required in accordance with the Canadian Environmental Assessment Act. If an environmental assessment is required, you will be notified.

1. Will you be applying, or have you applied, <u>to any other federal department or agency</u> for funding, permits or authorizations, or for the use, lease, or sale of land related to this project?

Department	Nature of Department`s Involvement in Project	Phone Number	Contact Name

2. Has an environmental assessment of this project been done or is one in the process of being undertaken? (Please provide a copy of any environmental assessment report already completed for this project. If a copy of the report is not available, or is in the process of being produced, indicate the name, address, and telephone number of an individual who should be contacted for a copy.)
    ☐ No   ☐ Yes

3. Will the project activities involve construction, operation, modification, decommissioning, or abandonment of a structure?
    ☐ No   ☐ Yes (If yes, explain)

4. Will the project occur in, on, or within 30 metres of a water body?
    ☐ No   ☐ Yes (If yes: give details)

5. Is the project likely to release any polluting substance into a water body during or after the project? (Ex: silting, chemicals, waste, etc.)
    ☐ No   ☐ Yes (If yes: give details)

6. Does the project involve the handling, use, or disposal of hazardous materials? (Ex: chemically-treated wood, lead-based paints, PCBs, asbestos, oil or gas tanks, resins, toxins, pesticides, fertilizers, caustic substances, etc.)
    ☐ No   ☐ Yes (If yes: give details)

7. Will heavy equipment be used during the project, or once the project is operational?
    ☐ No   ☐ Yes (If yes: give details)

Canada 20

8. Does your project occur in an undeveloped area? (If yes, advise if there will be cutting or removal of trees or shrubs from an area greater than 1,000 square meters, or clearing or removal of all vegetation from an area greater than 500 square meters?)

☐ No ☐ Yes (If yes: give details)

9. Is there likely to be any public sensitivity to the project either during construction/start-up or operation? (If yes, describe the nature of the sensitivity and any action taken so far to assess/address the concerns.)

☐ No ☐ Yes (If yes: give details)

10. Are there other pertinent details concerning the project that could impact on the environment?

☐ No ☐ Yes (If yes: give details)

Date: _____

Signature: _____

LOBBYIST DECLARATION

Lobbyists:

Does an individual within your organization or a third party
_____(name of third party) lobby HRSDC on your behalf with respect to the funding requested in this application meet the definition of lobbyist as defined by the *Lobbyist Registration Act?*
Yes ☐ No ☐

If yes:

Is your organization or the third party acting on your behalf registered as a lobbyist with the Lobbyist Registration Branch?
Yes ☐ No ☐

If no: please refer to the Industry Canada Web site regarding lobbyists for guidance in taking the steps necessary to register.

Please note that HRSDC funds are not to be used to pay for third parties assisting the applicant in obtaining HRSDC funding. This includes the payment of contingency fees.

Date: _____

Signature: _____

Applicant Self Assessment Checklist

Complete the following checklist items to ensure that your proposal is complete:

	CHECKLIST CRITERIA	
1)	Have you read and understood all relevant material related to the WSI Second Call for Proposals - 2007? ➢ Important information that may result in your application not being accepted or considered is contained in this package.	YES/NO

2)	Does your proposal target Canadian workplaces and their employees?
	  ➢ WSI requires that proposals target the Canadian workplace, its employers and employees.
	  ➢ Applications that focus on assisting unemployed individuals or that aim to provide unemployed individuals with employment will not be accepted or assessed.
		YES/NO

3)	Are your project objectives relevant to one of the WSI Second Call for Proposals - 2007 objectives?
	  ➢ Older Workers
	  ➢ Low-Skilled Workers
	  ➢ Newcomers to Canada, particularly those in non-regulated occupations
		YES/NO

4)	Is your project partnership-based? Have you included letter(s) of support from partner(s) that outline their contribution to the project?
	  ➢ Proposals that do not contain any evidence of partnership support and related financial commitment will be rejected.
	  ➢ If the minimum 25% is not yet committed, have you outlined how this can be achieved?
	  ➢ Under WSI, a partnership is an association of two or more entities that have defined roles, responsibilities and contribute (monetary or in-kind) to project activities that reflect a commitment to the success of the project.
	  ➢ Partners that receive a significant portion of their revenues from federal government sources must clearly demonstrate that their contribution to the project is derived from other income sources.
	  ➢ Partner organizations are not eligible to receive HRSDC funding for services or goods related to the WSI project.
		YES/NO

5)	Have you outlined the importance, originality and significance of your project initiative as well as have provided a clear and strong rationale for its design and implementation?
	  ➢ Project proposals must address issue(s) related to the WSI Second Call for Proposal – 2007 objectives.
	  ➢ Cite relevant literature, baseline statistics and/or workplace needs that the proposal aims to address and
		YES/NO

CHECKLIST CRITERIA		
	find solutions for. ➢ Financial circumstances and/or economic need are not ➢ weighted WSI criteria in assessing proposals.	
6)	Have you included identifiable and measurable outputs, outcomes and results? ➢ WSI is a results-based and outcomes-focused program ➢ Evaluation is not simply monitoring on-going activities or their completion but rather requires an analysis of results	YES/NO
7)	Are project activity costs eligible for funding? ➢ Inclusion of activities stated as ineligible for funding (e.g. income supports to unemployed individuals) under WSI may result in the application's rejection.	YES/NO
8)	Have you included a budget narrative and budget? ➢ Budget Narrative should provide cost breakdowns, and justify the necessity of major expense items. ➢ Budgeted items must only be for proposed project activities. ➢ Budget amounts must be reasonable and not exceed the applicant's anticipated costs. ➢ In-kind contributions must reflect the lower of applicant/partner costs or fair market value, and be briefly justified (e.g. determination of how amounts were derived). ➢ Budgets need to be numerically correct and reflect the total amount requested for funding.	YES/NO
9)	Have you completed, signed where indicated, and included all sections of the application? ➢ Applicant Information ➢ Project Financial Summary ➢ Proposal (20 pages maximum) ➢ Budget ➢ Letters of support (Partners) ➢ Declaration - Amounts Owing in Default to the Government of Canada ➢ Declaration - An Act respecting the Ministère du Conseil exécutif ➢ Initial Environmental Assessment Questionnaire ➢ Lobbyist Declaration ➢ Self Assessment Checklist	YES/NO
10)	Have you included one (1) original document with signatures and four (4) paper copies of all documents, and one (1) CD-ROM of your Proposal and Budget? ➢ Do not staple/bind paper copies	YES/NO

If you have answered NO to any of these questions, please complete before submitting your project application as incomplete applications are subject to rejection.

How and Where to Submit Proposal, and Submission Deadlines

Your application package must contain:

- One (1) **original** version of the completed application form and declarations with original signature(s), proposal, budget, and letter(s) of support from partner(s);

- Four (4) paper copies of the above; and

- One (1) electronic version of applicable documents, i.e. proposal body, budget, but excluding letters of support on CD-ROM (no diskettes).

Incomplete applications (e.g. missing sections, unsigned documents, etc.) will not be considered. Do not fax or email application packages.

Bound paper copies, proposals using cerlox bindings, duo-tangs, or any other filing mechanisms that do not allow application packages to be easily photocopied and distributed by departmental officials for review will not be accepted.

Printed documents are to be single-sided and on letter-sized paper (8.5"x11").

Proposals containing forms or documents with sections altered or deleted from the WSI Call for Proposal – 2007 formats provided will not be accepted.

Please limit the number of files within the CD-ROM copy. All written material should be submitted together as one text based (e.g. Word) document, and the Budget document as one spreadsheet file. Encrypted or "locked" electronic versions that do not allow portions of the proposal to be copied will not be accepted.

Do not submit extra unsolicited material (e.g. brochures, magazines, consolidated financial statements, diskettes, videos, resumes, reports, etc.) as these will not be reviewed or considered.

The applicant is solely responsible to ensure that the sealed envelope containing their complete application package is delivered on or before **April 18th, 2007** to:

WSI Second Call For Proposals - 2007

Workplace Skills Initiative (WSI)

Human Resources and Social Development Canada

112 Kent Street

Place de Ville, Tower B, 21st floor

Ottawa, ON K1A OJ9

Next Steps

As this is a competitive process, applicants submitting projects under this call for proposals should not expect to be contacted to modify or update their proposal. However, following a successful assessment but prior to recommendation for approval, the applicant may be contacted by departmental staff to provide clarification on any outstanding issues.

Financial assistance under the WSI program is provided in the form of a contribution subject to the terms and conditions of a contribution agreement between HRSDC and the successful applicant.

Successful applicants must be able to enter into agreements with the Government of Canada under the terms of the applicable laws of the province or territory in which they operate.

In Quebec, certain entities, as defined in the meaning of the Revised Statutes of Quebec chapter M-30, under sections 3.11 and 3.12, (hereafter referred to as the Act), such as a municipal body, school body or public agency, must obtain an authorization, as prescribed by the Act, before signing any agreement with the Government of Canada, its departments or agencies, or a federal public agency. Consequently, any entity that is subject to the Act is responsible for obtaining such authorization. Please review the relevant provisions of the Act and make sure that your project proposal timeframe provides for such a requirement as appropriate.

All parties shall sign an agreement before the starting date of the project and before the recipient has engaged in activities or incurred expenses covered by the agreement. HRSDC cannot reimburse any costs incurred before an agreement is approved and signed by the recipient and the Government of Canada. Costs related to the development of rejected or approved proposals will not be considered for reimbursement.

Upon signing a contribution agreement, supporting documentation for claims and contributions from other sources may be required by the department at any time, as part of the regular monitoring of the project. Required reporting documentation templates will be provided at the start of the project.

Frequently Asked Questions

<u>1. Why is WSI targeted to employers and employees in the Canadian workplace and not the unemployed?</u>

A comprehensive pan Canadian consultation involving employers, unions, provinces and territories was carried out by HRSDC officials in 2004. The main focus was the state of workplace skills in Canada. This consultation was in line with global trends whereby many countries were sounding alarm bells about emerging skills gaps, the relative lack of innovation and inadequate productivity in many workplaces, and possibly worrisome demographic trends. Countries like Norway, Ireland, Australia, the U.K., and New Zealand moved quickly to put national strategies into place to deal with these issues, and inform public policy by engaging in partnerships and collaboration with all sectors in their respective societies.

Canada is no different: the same issues were raised during the aforementioned consultations and this has motivated the Government to adopt a Workplace Skills Strategy of which the WSI is a key component. WSI is designed to provide funding to promote awareness of these issues and to help mobilize employers and the employed to transform workplaces so that they become more competitive, productive and highly skilled on an ongoing basis.

<u>2. What type of government funding is available for WSI?</u>

The federal contribution will be made according to the terms and conditions of section 6 of the *Department of Human Resources Development Act.*

Approved projects receive funding by means of a formal contribution agreement between the recipient and Canada.

The WSI is a federal government contribution initiative. Contributions are conditional transfer payments for a specific purpose and are subject to accountability review and audit.

As funds are limited, it is not possible to fund all projects that meet the eligibility criteria. Projects that demonstrate that they can best meet the objectives of the WSI will be given priority consideration.

While projects under this call for proposals are eligible for funding for up to 24 months (2 years) and $2 million per year, department funding of projects is subject to appropriation of funds by Parliament. In addition, funding is subject to satisfactory review by HRSDC of the project's progress in meeting its objectives, and, where appropriate, evaluation and financial audit reports.

3. What is a project recipient?

If the proposal is approved for funding, the applicant becomes the recipient upon signing of a formal agreement. The recipient is responsible for implementing the project and for discharging the contractual obligations under the contribution agreement, including the management of funds.

4. What is a partner?

Partners are organizations or individuals who share the costs of the project through cash or in-kind contributions. Partners enhance diversity, broaden expertise, maximize the potential impact of the project and enhance project capacity. All WSI pilot projects must be partnership-based to be considered for funding.

The roles, responsibilities and financial contributions (cash or in-kind) of partners must be clearly identified (e.g. letters of support specific to proposed project activities). Existing business relationships, organizational affiliations, and/or generic letters of support to the applicant, do not in and of themselves constitute partnerships under the WSI Second Call for Proposals - 2007.

Organizations that do not contribute financially or in-kind directly to project activities are not considered partners under WSI but rather may be considered stakeholders.

Partners are not eligible to receive fees for goods or services related to funded project activities.

5. What are in-kind contributions?

Expertise, services, or facilities are some examples of in-kind contributions. You or your partners may offer administrative or managerial services, facilities, or access to equipment. You or your partners may also lend staff to work on the project while remaining on your or their payroll. If no money is exchanged for the service or resource, it is considered an in-kind contribution.

Your organization or a partner's organization may also make cash contributions to cover project eligible costs.

6. What information will be required after the call deadline?

Applicants whose proposals do not meet mandatory criteria or that do not obtain a positive assessment review should not expect to be requested to re-submit or amend their proposals. Applicants passing mandatory and assessment phases may be requested for further information or project details. WSI will not consider unsolicited proposal amendments, letters of support or other documentation received after the Call for Proposals – 2007 deadline.

<u>7. In providing background information in the proposal, what are areas of interest?</u>

Proponents should avoid providing information on their own organizations' financial needs and restrict any content related to geographic or economic needs. Rather, proposals should include literature reviews, relevant baseline statistics, information regarding workplace skills deficiencies, or economic/business environment factors that the proposal plans to address. Proposals should provide the opportunity for national application, regardless of geographic location of the activities or regional economic characteristics.

<u>8. Some of the proposed activities will likely be contracted out to third parties – are there restrictions regarding the contracting of project activities that I should be aware of?</u>

Contributions are monitored to ensure sound accounting for contribution funding and to promote the principles of accountability for results, fairness and best value for money from the perspective of ultimate beneficiaries. Applicants are advised that prior to the signing of a contribution agreement, applicants must disclose the use of contribution funds that may result in a contract of $25,000 or over, or contracts with businesses or individuals associated with the contribution recipient or their partners.

In the event that the project may require the contracting of goods or services of $25,000 and over, the recipient is required to use a competitive process including at least three bids, otherwise, a justification for sole-sourcing must be provided in writing to the department and approved by the appropriate official in order to be considered as an eligible cost.

<u>9. If my proposal passes mandatory criteria and eligibility requirements, how long will it take for my proposal to be assessed for possible funding?</u>

Proposals under WSI are subject to a thorough review and assessment process by WSI staff and also by an external panel of experts, and departmental program and regional staff where appropriate. Given this assessment review process, accurate timelines cannot be provided. Timelines for specific proposals will not be provided to applicants. Applicants should not call or email as to the status of their specific proposal but rather refer to the WSI Web site on a periodic basis where updated information will be provided.

<u>10. My project focuses on Older worker/Low-skilled worker/Newcomers to Canada, however, not all of the employees participating in the project's activities belong to the targeted group. Will my project be rejected because of this? Will project activities have to be curtailed or limited only to specific workers?</u>

The project is still eligible. Although a projects target a specific set of workers, this is not to the exclusion of other employees in the project employer(s') workplace.

WSI Glossary of Terms

Terms	Definitions
A	
Audit	An audit involves an independent review and examination of records or financial accounts to check their accuracy. Audits are also used to ensure compliance with established policy and operational procedures, and to recommend any necessary changes.
B	
Best Practice	A best practice is a business process with demonstrated ability to achieve superior results. Best practices represent proven methodologies for consistently and effectively achieving a business objective.
Budget Narrative	A budget narrative is required to explain how anticipated expenses were derived for a project and is complementary to the budget by describing project-related costs. A budget narrative should also explain all applicant and partner contributions to a project.
Business Case	A business case is the information that describes the justification for a project. A business case is built on evidence derived from feasibility studies or impact analysis to support project objectives.
C	
Communications Planning	Communications planning is the process of determining project stakeholders' communication and information needs.
Communication Strategy	A communication strategy outlines a process for communicating and sharing information on project benefits and facts to target audiences and stakeholders. It is a tool used for promoting the awareness, knowledge and understanding of a project.
Contribution "*Program contribution*"	A contribution is a "conditional transfer payment for a specified purpose which is subject to being accounted for and audited pursuant to a contribution agreement." WSI is a Federal Government Contribution Program under the authority of the Department of Human Resources and Social Development Canada.
D	

Terms	Definitions
Deliverable	A deliverable is a measurable, tangible, verifiable product resulting from a project, or a product that must be produced to complete the project. Also see definition of Output. It is important to note that a deliverable is different from an outcome. See definition of outcome.
Dissemination Plan	A dissemination plan provides specific details on how information or knowledge gained from a project is distributed and shared. Project dissemination can occur through presentations, conferences, publications and Web sites.
Duration	Duration is the length of time required or planned for the execution of a project activity. Measured in calendar time units—days, weeks, months, years.
E	
Evaluation	Evaluation is a systematic method for collecting, analyzing, and using information to determine whether projects/programs/initiatives are appropriate, adequate, effective and efficient.
Evaluation Strategy	For the purposes of this call for proposals, an evaluation strategy includes the evaluation questions to be addressed, the methods that will be used to evaluate the project, the timing of the evaluation activities and the costs of carrying out the evaluation.
F	
Feasibility Study	A feasibility study is utilized to examine the viability of taking on a project; it allows for the analysis and evaluation of proposed ideas. It is a way to determine if a business idea is capable of being achieved, and the results are used to develop solutions and strategies for project implementation.
Final Report	A final report is the post-implementation project report. It is a report that formally closes the project and highlights the achievement of project objectives and deliverables. The report should also draw attention to experiences during project development and implementation that may be of benefit to future projects.
Fiscal Year	A fiscal year is the 12-month period used for financial planning and reporting purposes. The Federal Government's fiscal year begins on April 1st and ends on March 31st of the proceeding year.

Terms	Definitions
G	
Goal "project goal"	A goal is the definition of specifically what a project will accomplish, its purpose, its quality focus, and viewpoint. A project goal should reference the project's business benefits in terms of cost, time and/or quality. See also objective.
Governance	Governance is the planning, influencing and conducting of the policy and affairs of a project.
Governance Model	Governance model is the agreed upon processes, roles and responsibilities established by project participants for governing the progress and direction of a project.
H	
High-skilled Worker	A high-skilled worker is defined as persons with a post-secondary degree, diploma or certificate.
I	
Impact Analysis	Impact analysis is the process of assessing the merits of pursuing and implementing a project. It often includes an impact assessment which is the assessment of the harm or consequences to a project of a risk if it occurs. It enables the development of strategies for minimizing risk.
Implementation	Implementation is a phase in the project life cycle in which a product is put into use; it is when a chosen project solution is developed into a completed deliverable. Implementation is also a term used as a synonym for development.
Innovation	Innovation implies creativity and dynamism. Innovation is a process of introducing new ideas which result in increased performance; it can lead to improved productivity and competitiveness. Innovation is a creation (a new product, service or process) resulting from study and experimentation.
Input	Inputs are resources dedicated to and consumed by the project such as funds, staff, materials, and facilities
In-kind Contributions	In-kind contributions are noteworthy contributions made by applicants and their partners to project activities. An example of an in-kind contribution is the time that partners contribute to the design, implementation and monitoring of projects. In-kind contributions may also include the use of office space and equipment required to undertake the project.
L	

Terms	Definitions
Lessons learned	Lessons learned are a set of statements captured after completion of a project or a portion of a project. The statements describe in a neutral way what did or did not work well, along with a statement regarding the risk of ignoring the lesson. Capturing and sharing the lessons learned is an important part of process improvement.
Life cycle	A project's life cycle consists of the events from beginning to end necessary to complete a project. It is the sequence of defined stages over the full duration of a project.
Logic Model	A logic model is a step-by-step approach for defining and measuring project activities and expected project outcomes
Low-skilled Worker	A low-skilled worker is defined as persons without a post-secondary degree, diploma or certificate.
M	
Methodology	A methodology is a documented process for management of projects that contains procedures, definitions, and roles and responsibilities.
Milestones	A milestone is a key event selected for its importance in a project. Milestones are commonly used for monitoring the progress of a project. A milestone is often chosen to represent the start of a new phase or the completion of a major deliverable. It usually marks the completion of a critical part of a project.
Mission Statement	A mission statement is a brief summary, approximately one or two sentences, that sums up the background, purposes and benefits of the project.
Monitoring	Monitoring is the recording, analysing, and reporting of project performance.
N	
Newcomers to Canada (worker)	Under WSI, employed individuals who have established residential ties with Canada and who have been working in the Canadian workplace for five years or less.
Non-iterative Process	WSI is a non-iterative process meaning the development of the proposal is the sole responsibility of the applicant.
Non-regulated occupations	Non-regulated occupations do not require special licensure and can range from those requiring extensive education and training, such as a university degree (i.e., computer analysts and biologists) to those that require little in the way

Terms	Definitions
	of formal training and involve little risk to the public (i.e., bartenders, salespersons, and housekeepers). About 80% of the Canadian workforce is employed in non-regulated occupations.
O	
Objectives	An objective is something to be achieved. Objectives are measurable, shared and agreed project goals. They are directly linked to the concept of "project success factors."
Older Worker	Primarily those persons aged 55 to 64 years of age who are actively engaged in a Canadian workplace. Older workers who do not fall within the above age bracket and who wish to partake in a WSI-funded project, will not be excluded from doing so.
Outcomes	Outcomes are changes, results, impacts or consequences of the project activity – generally focused on people. Outcomes can also be the result of a program or institutional change. Outcomes represent the impact that a project has on people, programs or institutions.
Outputs	Outputs are the direct products of a project.
P	
Partnership	A partnership is an association of two or more entities that have defined roles, responsibilities and financial contributions to a project. Specific to WSI, partners must provide monetary and/or in-kind contributions that reflect a commitment to the success of the project. Partners to WSI projects are not eligible to receive fees for goods or services related to funded project activities.
Performance Indicators	Performance indicators are measurable indicators that demonstrate the achievement of an outcome. They enable decision-makers to assess progress towards the achievement of intended outputs, outcomes, goals, and objectives, and are chosen to reflect the critical success factors of a project.
Performance Measures	Performance measures describe how success in achieving the project goals will be measured and tracked. Performance measurement targets provide the quantifiable answer to the question: "How will we know when we've been successful in achieving our goal?"
Phase	A phase is a grouping of activities in a project that are

Terms	Definitions
	required to meet a major milestone by providing a significant deliverable. A project is broken down into a set of phases for monitoring and control purposes.
Pilot Project	A pilot project is an activity planned as a test or trial. Pilot projects are intended to demonstrate the feasibility and experimentation of an idea. The scope of a pilot project can be significantly expanded if deemed successful.
Planning	Planning is the process of establishing and maintaining the definition of the scope of a project, the way the project will be performed (procedures and tasks), roles and responsibilities and the time and cost estimates. It is the process of identifying the means, resources and actions necessary to accomplish an objective.
Professional Fees	Professional fees are fees related to project evaluation, project management, legal, financial auditing, translation, or for any other administrative expertise not available through the organization or its partners.
S	
Schedule	The project timeline, identifying the dates (absolute or relative to a start date) that project tasks will begin and completed, resources will be required and upon which milestones will be reached.
Scope	The project scope is defined in terms of three dimensions— product, project and impact. Product scope is the full set of features and functions to be provided as a result of the project. Project scope is the work that has to be done to deliver the product. Impact scope is the depth and breadth of involvement by, and effect on, the performing and client organizations
Small and Medium-Sized Enterprises (SMEs)	Manufacturing Small Enterprises: <100 employees and <CDN$5M in sales Medium Enterprises 100-500 employees and CDN$5-20M in sales. Services Small Enterprises <50 employees and <CDN$5M sales Medium Enterprises 50-500 employees and CDN$5-20M in sales.
Stakeholder	Stakeholder is a person, group or organization who can have an influence on or will be influenced by the project or its outcomes.

Terms	Definitions
U	
Underrepresented Worker	Underrepresented workers can included, but are not limited to women, aboriginal peoples, persons with disabilities, visible minorities, older workers, youth, and newcomers) with long-standing patterns of high unemployment, lower than average pay rates and concentration in low status jobs.
Underutilization/ Underutilized Worker	Individuals possessing skills and/or training that exceeds the responsibilities of their current job; and associated impacts on the economy (i.e. the cost of underutilization of immigrant skills in Canada has been estimated at $2.4 billion (1996 dollars) yearly.
W	
Wages	Includes the wages for all of the applicant organization's staff working on project activities. Each full-time and part-time position should be broken down by job position. Renumeration of employees of other organizations (e.g. consultants, suppliers, in-kind contributions by partners, etc.) should not be included in Wages but rather the Professional Fees category.