**Ministry of Training,
Colleges and Universities**

**Ministère de la Formation
et des Colleges et Universites**

ONTARIO LABOUR MARKET PARTNERSHIPS
GUIDELINES

April 1, 2014

TABLE OF CONTENTS

1.0 Introduction

The purpose of these Program Guidelines is to provide specific direction on the Ontario Labour Market Partnerships (OLMP) program.

The following Program Guidelines document replaces the Ontario Labour Market Partnerships Guidelines dated April, 2010.

2.0 Program Overview

Ontario Labour Market Partnerships (OLMP) is a program that provides financial assistance to local communities, sector groups, employee/employer associations, and employers to develop and implement strategies that address and respond to local economic development, labour force adjustment and human resource planning issues.

2.1 Program Objectives

The objective of the OLMP program is to:

- Promote the creation of broad industry/community partnerships necessary to address labour market issues;
- Assist local communities with the development of innovative strategies to prepare for future skills requirements and prevent skills shortages within new and emerging industries and organizations;
- Plan for effective utilization of local human resources; and,
- Develop and promote labour market intelligence and its use in labour market development.

2.2 Program Description

2.2.1 Key Characteristics

- All OLMP projects must involve a partnership of stakeholders, as labour market solutions generated through these partnerships are the primary focus of the program;
- OLMP projects should support the objectives of other Employment Ontario programs and services;
- Proposed OLMP projects must include activities that focus on an identified labour market issue and be assessed as likely to have a positive impact on the labour market;

- Preference will be given to industry sectors that are experiencing one or more of the following:
  - Projected growth rates in high-demand occupations;
  - Current or emerging issues significantly impacting their human resource requirements or labour market adjustment needs;
  - Current or projected skill shortages; or,
  - Highest potential for value-added growth and innovation.
- OLMP projects are project-based, and not dependent upon future funding. Individual projects must have defined start and finish dates, and not be part of an applicant's day-to-day operations;
- The amount contributed to each project will vary depending on the project;
- OLMP projects are cost-shared in which all partners are expected to demonstrate contributions to the project costs;
- OLMP does not provide direct financial assistance to the expansion/development of a private enterprise or enterprises;
- Although separate agreements may be signed with the same project Recipient, each Agreement must state specific OLMP project outcomes and timeframes; and,
- while there is no minimum duration, OLMP projects can be funded up to a maximum period of 3 years.

2.2.2 Definitions

Applicant
An applicant is an organization that is applying, or considering applying, for financial support under the OLMP program.

Community
For the purpose of OLMP, "community" is defined as a group of organizations and/or individuals who share a common interest. A community could range from a geographical area (e.g. Sudbury area), to an industry/interest sector (i.e. the mining sector), to a group of people with a common demographic (i.e. youth community).

Labour market
For the purpose of OLMP, a labour market refers to a defined geographic area in which workers offer their skills, experience and knowledge to employers in exchange for wages and benefits.

Labour Market Issue
Labour market issues are generally characterized by a current or anticipated imbalance in the labour market between supply (workers) and demand (employers). This imbalance between supply and demand could result from situations such as:

- Labour shortages and surpluses;
- Industry downsizing;
- Industry upsizing, new industrial development, and/or relocation;

- Impact of new technologies and globalization;
- Shortage of year round job opportunities; and,
- Lack of community, sector and/or organizational capacity for human resource planning.

For the purpose of OLMP projects, labour market issues can be categorized as:
- Local economic (employment) development;
- Human resource planning; or,
- Labour force adjustment.

Local economic (employment) development
Local economic developments are activities that result in expansion or diversification of a community's economic base, and create new innovative employment opportunities.

OLMP can support projects focused on local economic development, if the following conditions exist:

- OLMP activities relate directly to identifying new, untapped employment opportunities that may be needed in the community;
- Projects are in response to anticipated economic, technological, demographic and/or structural changes in the community;
- Partners include key local stakeholders with a commitment for support and contributions; and,
- An assessment is done, demonstrating that the community will have the capacity to implement the strategy(s) that will be produced by the proposed OLMP project.

An effective local economic development project:
- focuses on the characteristics of the changing labour market, the skills and talents of the local community and its capacity to utilize these strengths for new job opportunities; and,
- emphasizes local self-reliance and avoids dependency on vulnerability to economic interests outside the region.

Through broad participation and a thorough examination of strengths, weaknesses, opportunities and threats ("what have we got and what can we do with it?"), local communities can arrive at innovative solutions. For example, a local economic development strategy may recommend a sectoral expansion by identifying potential value-added activities and include a practical plan on creation of new types of jobs.

Human Resource Planning
Human resource planning refers to the ability of employers to have the available workers necessary to manage and run their business and meet business objectives. This process involves reviewing current human resources, forecasting future requirements and availability, and exploring steps to ensure that the supply of people and skills meets demand.

A human resource strategy identifies how the need for labour and associated skills will be met.

Labour Force Adjustment
This refers to short-term activities that result in improved balance between the supply and demand of a labour force situation. Labour force adjustment activities are often determined through the development of a human resource plan.

Recipient
A Recipient is an organization who has successfully completed the OLMP application process and has signed an OLMP Agreement.

2.3 Partnership

Each project must include two or more partners (funding recipient and at least one more partner), contributing financial or in-kind resources. In-kind contributions could include expertise, physical space, time or other resources. The resources should be measureable and have a value.

2.3.1 Project Recipient

Project Recipients must be organizations and/or individuals who represent organizations that are impacted by the labour market issue that the OLMP project is meant to address. The Project Recipient is the lead organization that has signed an Agreement with MTCU.

Eligible Recipients

The following organizations are eligible to be a Project Recipient or Partner:
- Non-profit organizations or social agencies;
- Industry Associations/Employer Organizations;
- Employee Organizations;
- Health and education providers (public and private);
- Local planning groups/Community action groups;
- Charitable Foundations;
- First Nations organizations;
- Métis organizations;
- Other governments (municipal); and,
- For-profit businesses.

Non-eligible Recipients

The following organizations are not eligible to be a Project Recipient, but are eligible as a Partner:

1. Private consultants

2. Other Provincial government Ministries
3. Federal government departments or agencies
4. Any other organizations that are not directly impacted by a labour market issue

OLMP support for the development of partnerships

In situations where there is limited community or organizational capacity, OLMP can support activities aimed at developing the partnerships necessary to address labour market issues. OLMP could, for example, support an initial workshop bringing together key stakeholders in order to raise awareness of labour market needs and deficiencies, as well as obtaining support for developing a strategy. In such a situation, the initial partnership requirement would be met by the involvement of an organization that represents more than one party.

Individual Employers

In general, OLMP Projects do not support activities of an individual employer or business to reduce any possible claim of unfair competitive advantage.

Exceptions may, however, be considered provided there is evidence that the proposed OLMP Project will address a larger identified labour market issue. OLMP could, for example, support a major employer undergoing significant downsizing, resulting in high unemployment for a group of local communities. The Project could support building an HR plan for developing the skills of local unemployed workers.

In the case of an OLMP project involving a single employer (such as a human resource planning activity with significant labour market implications), partnership can be demonstrated through the active and ongoing involvement in the project of individuals representing specific interests within the business (e.g. labour and management). However, if HR planning for a single employer is necessary to address a labour market issue, other members of the community should indicate their support of the activity.

2.3.2 Roles and Responsibilities

Role of MTCU

The role of MTCU is to facilitate community capacity building by contributing funding, expertise and information to the OLMP Program. MTCU facilitates processes that enable potential OLMP partners to identify their own labour market issues, develop and implement effective projects.

Specifically, MTCU staff are responsible for:
- **Building awareness** of the availability and the uses of the OLMP program with community stakeholders who have an interest in labour market issues;

- **Being familiar** with the range and types of economic issues and labour market developments in their communities;
- **Guiding the project applicant** through the development and application process and informing them of the assessment and approval process;
- **Assessing** whether the project objectives are compatible with those of the OLMP program;
- **Facilitating** partnership development by linking partners with similar interests, and encouraging interested groups to connect with each other to consolidate their ideas;
- **Helping groups to identify** additional resources (including other funding programs) to meet their goals and objectives;
- **Monitoring** project expenditures, activities and agreement/Guideline compliance;
- **Evaluating** expected results and outcomes against agreement commitments;
- **Developing** appropriate monitoring and evaluation requirements and related tools;
- **Liaising** with other groups when necessary for project development and/or to avoid duplication; and,
- **Providing** status reports and project summary information, as required.

Role of Project Recipient

Project Recipients are responsible for adhering to good management practices in the maintenance of accurate progress reports and financial records. In the context of OLMP, Project Recipients are responsible for:

- **Developing proposals** that support the objectives of the OLMP program;
- **Recruiting** and selecting participants, where applicable;
- Securing the financial, intellectual and physical involvement of **partners**, as appropriate;
- **Designing and delivering** the Project;
    - Participating actively in the reporting, monitoring and evaluation of the OLMP project;
    - Ensuring that the objectives and program terms and conditions are being met, keeping a record of progress and accomplishments to-date and maintaining accurate financial records;
    - Ensuring that funding is being used for its intended purpose, that objectives stated in the agreement are being met and that payment claims are submitted with appropriate supporting documentation;
- Project Recipients may seek funding from other partners. However, they must ensure that funding received from MTCU for the proposed OLMP project does not overlap the same expenses; and,
- Supporting MTCU monitoring and evaluation activities.

2.4 Eligible Activities

Project activities funded under the OLMP program must meet the following criteria:

- Address a labour market issue, under one or a combination of the three categories:
  - o local economic development;
  - o human resource planning;
  - o labour force adjustment.
- Be finite and project specific;
- Reflect regional and/or local priorities; and,
- Involve partnership.

3.0 Development of an OLMP Proposal

The development of an OLMP proposal consists of three stages:

- Proposal Initiation;
- Proposal Development; and,
- Application.

3.1 Proposal Initiation

3.1.1 Process for OLMP Project Initiation

- The Applicant identifies a labour market issue in their community, and their interest in generating solutions through partnerships. They contact MTCU for assistance
  - MTCU staff brief applicants on the OLMP program, to:
    - o explain the process of application;
    - o clarify proposal submission timelines;
    - o be available for consultations; and,
    - o explain that union concurrence must be obtained in writing if the proposed activities will take place in a workplace that has a collective agreement in effect.

- The applicant reviews the OLMP Program and Applicant Information Guide, and determines that OLMP is the most suitable Employment Ontario (EO) program to address their needs.
- The applicant submits a concept paper to the local MTCU office.
- MTCU reviews the concept paper, and determines if there is commonality between the proposed project and OLMP Guidelines. They also check if similar projects have been funded by MTCU in the local area or province.
- If there is commonality, the OLMP concept paper is recommended for proposal development, and must be approved by the Regional Director. If no commonality can be found, the applicant is referred to more appropriate funding sources or other community organizations for support.
- Regional Director approves the concept paper, and MTCU staff informs the applicant to continue to the next stage of developing the proposal.

- After receiving the approval of the concept paper, the applicant will develop a detailed OLMP proposal.

3.1.2 OLMP Concept Paper Template

Applicants must submit a concept paper (between 3 to 5 pages), as a pre-proposal step. An OLMP concept paper must include the following elements:

- **Labour Market Issue**
  The labour market issue being addressed by the project should be clearly described, including information about both supply (workers) and demand (employers) to determine the exact nature and extent of the current or anticipated imbalance in the labour market

  The description of the labour market should include the *estimated* number of jobs in that particular labour market.

- **Partnership**
  Information on potential partners should be provided including names, area of expertise and their expected contribution to the project.

- **Community**
  The community (geographic, sector, industry, etc.) that is directly impacted by the labour market issue should be identified, with a brief description of how they are impacted.

- **Proposed Activities**
  The project activities that will address the labour market issues should be outlined.

- **Expected Results**
  A summary of the expected results of the proposed OLMP Project should be provided.

- **Proposed Duration**
  The estimated duration of the project should be determined, with proposed start/end dates.

- **Estimated project costs**
  The estimated funding required for the proposed project should be included.

3.2 Proposal Development

Development of a detailed OLMP proposal includes the following key elements:

- Project Objectives;
- Partners and their contributions;
- Project Activities and Timelines;
- Expected Results; and,
- Project Funding.

3.2.1 Project Objectives

In the first component of the detailed proposal, the applicant must describe the project objectives and determine how these objectives will address the labour market issue.

The OLMP proposal should describe what the applicant wants to accomplish in relation to the identified labour market issue, provide the context in which progress will be monitored, and success will be measured.

When OLMP funding supports local economic development activities, the proposal must demonstrate that capacity exists for implementation of the resulting strategy.

Project objectives should:

- Identify the specific change the project is designed to accomplish;
  Example: Changes in attitude or behaviour, increased knowledge or skills, greater access to services;
- Ensure that these changes are measurable, by using the formula:
  BY (Date), WHO (Applicant name) will DO WHAT (Implement/action verb) for WHAT OUTCOME;
- Identify who will benefit from the project, in accordance with program guidelines;
- Be clear and concise;
- Be realistic and achievable, given individual and organizational constraints, timeframes, and resources available;
- Be consistent with MTCU priorities; and,
- Relate to identified community needs.

3.2.2 Partners and their Contributions

The second component in the development of a proposal must include information about the partners involved and should describe each partner's role and contribution, whether that be time, energy and/or resources (physical, monetary or ''in-kind'').

The Province and the various municipalities may have regional or local Economic Development Boards, Chambers of Commerce or other similar agencies which include representation from business, industrial sectors and members of designated groups, education and training institutions. It is worthwhile to encourage partnerships with these

groups because current capacity may already exist at the community level to support the objectives of the Project.

Proposals should also include evidence of **community support**. This could include letters from community groups, studies, research, municipal planning documents, newspaper articles, etc.

3.2.3 Project Activities & Timelines

The third component in the detailed proposal focuses on how the project activities will address the labour market issue.

Activities are the tasks that will be undertaken during the duration of the Project in order to attain the stated objective, and should describe how the outcome will be achieved. Activities must be specific, measurable, realistic, and relevant to the objective. They should represent the most efficient and cost-effective way to achieve the stated objective and to obtain expected results.

The activities and timelines should indicate:

- The partners and how they will be involved in the activities of the project;
- The scope (local, provincial, national) and location of the activities;
- Processes, tactics or strategies that must be created or established (e.g. marketing strategy, survey);
- Services that will be offered to those who will benefit from the project (e.g. skills development, website design)
- Products or tools to be designed, developed or produced (e.g. newsletter, software, booklet, course content, seminars…) including any expected revenue generation;
- If the project will progress in stages, outline its phases and expectations (e.g. reports, product completion);
- If, when and how many people are to be hired; and,
- The evaluation mechanism or strategies.

Timelines
- Timeframes associated with *each* component of the project.

Project costs must clearly relate to activities described in the proposal. For example, travel costs included in the agreement must be justified and supported by a detailed description of project activities that require travel.

The maximum duration of an OLMP agreement is three years. However, the length of a project is assessed based on a reasonable time to complete specific activities related to project objectives.

3.2.4 Expected Results

The fourth component of the proposal focuses on how the expected results will address the labour market issue.

Expected results consist of both project **outputs and outcomes**.

Outputs can be defined as the result of the applicant's productive work, such as a completed research paper on emerging industries, a job fair in a local community or a strategic plan for introducing a new apprenticeship trade.

Outcomes are the consequences or impact of the outputs in the short and long-term, such as greater employability of unemployed workers in a community facing massive lay-offs; reduction of skills shortage in a growing sector; greater capacity of local communities to attract new employers. Outcomes are defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly.

Expected results further define and help quantify the change(s) that the Project will achieve. They must:
- Align with the program objectives and project activities;
- Describe how the results will be measured or assessed;
- Be tangible and measurable;
- Indicate how the findings will be disseminated (as applicable, for example, where the Project outcome is a research or evaluation report); and,
- Describe who will most benefit and how.

Expected results can be expressed in a number of ways, such as:
- Number/percentages (e.g. an increase in the number of forecasted jobs in the labour market, which will benefit positively from the OLMP Project;
- Possible future results of intervention;
- Evaluation methods (if applicable); and,
- Products (e.g. a research study).

The OLMP agreement must include the requirement for Recipients to provide report(s) and related documentation on the expected results. More complex projects may warrant a budget to hire outside expertise to develop and carry out a thorough evaluation.

3.2.5 Project Funding

The final component in developing a proposal is to determine the amount of OLMP funding required to cover the project costs.

The amount of the financial assistance for each OLMP Project will be determined as a function of the requirements of that particular project. There is no maximum.

Funding for OLMP must be for a finite period of time and for specific approved activities. The maximum duration of an OLMP Project is three years.

If an OLMP Project is part of a broader initiative involving a number of activities, the funding for the OLMP Project must be directly related to the approved Project activities only, and include a budget with the cost categories below.

There are two eligible cost categories in all OLMP agreements: Activity Related Direct Project Costs and Capital Costs. These costs are described below.

Activity Related Direct Project Costs are incurred to support the successful day to day operation of the project. Activity Related Direct Project Costs are also known as "overhead costs" or "operating costs". Examples include:

- Wages and employment related costs for staff;
- Licences/permits;
- Fees for professional services including consulting fees to assist in the achievement of OLMP objectives;
- Disbursements for research or technical studies, costs related to research subjects;
- Disability needs;
- Bank interest;
- Utilities;
- Materials, supplies;
- Travel, insurance;
- Rental of premises, purchase/leasing of equipment;
- Facilities: only the interest portion of mortgage payments are allowable;
- Costs of audits, evaluations, follow-up surveys and assessments, as requested by MTCU; and,
- Other administrative or overhead costs.

Capital Costs are funds used to acquire capital assets.

Capital Assets (tangible and intangible), are identifiable assets that meet all of the following criteria:
- Are held for use in the provision of services, for administrative purposes, for production of goods or for the maintenance, repair, development or construction of other capital assets;
- Have been acquired, constructed or developed with the intention of being used on a continuing basis;
- Are not intended for sale in the ordinary course of operations; and,
- Are not held as part of a collection.

Tangible capital assets include land, buildings and equipment. Intangible capital assets are identifiable non-monetary assets without physical substance.

The Recipient should capture the capital asset on a list of capital also claim capital, when it is purchased, on the Payment Claim and Activity Report that is regularly submitted to the Ministry.

The Recipient and the Ministry should negotiate and agree to the capital assets that will be purchased prior to the beginning of the agreement. Approved capital costs will be captured in the OLMP Agreement. At the end of the project, the Recipient will submit an Assets Report which will list capital assets acquired with project funds. The Assets Report includes a plan for disposing of the assets.

All goods and services, including capital, must be acquired through a fair and transparent process that promotes best value for money as per Article 5.1 of the Agreement.

Ministry funds cannot be used for major capital purchases such as the purchase or construction of facilities.

Costs related to the production of the Final Report should be included in Activity Related Direct Project Costs.

Other Funding Considerations:

As a requirement of funding, applicants must:

- Declare Partnership Financial Contribution and Partnership In-Kind Contribution regardless of the amount of contribution requested from MTCU. Partners are active supporters of the Project who contribute time, resources and have an interest in the outcome. Partnership contribution can include:
    - o Financial contribution;
    - o Contribution of human resources for program delivery;
    - o Joint delivery of a program or service;
    - o Capital investment.

- Detail which costs if any, are intended to be subcontracted costs (i.e. the applicant's use of a third party to perform all or part of the project activities). Any costs that will be subcontracted must be discussed with MTCU during the negotiations and specified in Schedule E of the agreement. OLMP Recipients must not subcontract to themselves.

- Indicate if they have received previous funding from MTCU.

- Provide a comprehensive budget which includes all essential costs: all start up and close out costs should be negotiated and occur within the funding period.

- Applicants should be aware that, if the Project is approved and there is an agreement in place, no expenditures can be incurred outside the funding period.

- Provide details of funding or in-kind contributions from the applicant or from other sources including an explanation of how the values of the in-kind contributions were determined. This information is mandatory for all projects and must be available when preparing the agreement. In-kind contributions involve non-cash asset transactions (e.g. securities, land, buildings, equipment, and use of facilities, labour, goods) that are provided by the applicant, partner or ultimate applicant in support of proposed activities.

- Recipients should also be made aware that up to 10% of the total value of the Agreement can be held back until all project reports, including the Final Report, are received.

3.3 Process for Submitting an Application

All applicants must submit their OLMP proposal along with the following documents when applying for OLMP funding:

- The Application for Funding;
- Certificate of Insurance (COI);
- Letters patent;
- Detailed Budget;
- Letters of Support from Stakeholders;
- Electronic Funds Transfer Form and void cheque; and,
- Environmental Assessment, if required.

4.0 Assessment of the Proposal

During the assessment phase, MTCU evaluates the strengths and weaknesses of project proposals as well as the applicant, and selects those that are most consistent with community and MTCU plans to address local labour market issues.

The assessment process must not only be fair, but must also be seen to be fair. A transparent process demonstrates accountability, and requires that decisions are documented, communicated and open to public scrutiny.

Key Ontario OLMP Proposal Assessment Elements

When assessing an OLMP proposal, MTCU will consider the project's parameters, eligible activities and strategic priorities, objectives, timeframes, and the potential for unfair competition and duplication.

4.1 Assessment

When assessing the viability of the project, MTCU will look for economy, effectiveness and efficiency. This involves analyzing key aspects of the proposal:

- Applicant eligibility;
- Labour market issue;
- Proposed objectives, activities, timelines and expected results;
- Partners and their contributions;
- Budget;
- Consultations, and community support; and,
- Evaluation Strategies.

4.2 Assessing the Applicant

When evaluating the capacity of the applicant to complete the proposed Project, MTCU considers:
- The Applicant's eligibility (see section 2.3.1);
- Potential for Employer/Employee relationship between the applicant and MTCU;
- The applicant's track record (has the group/organization ever delivered this kind of activity before);
- The applicant's financial viability; and,
- The applicant's organizational capacity.

4.3 Labour Market Issue

OLMP projects exist to address labour market issues. The application should describe the issue including statistical information, if appropriate. In order to better understand the labour market issue, it is important to have sound knowledge of the local labour market. Consulting internal or external resources may be helpful.

4.4 Project Objectives

Objectives should be relevant, measurable, and achievable in the context of the project. MTCU may question the applicant when clarification is required to determine whether the proposal addresses the particular labour market issue.

4.5 Project Activities and Timelines

OLMP activities should have a positive impact on the labour market.

OLMP activities are finite, so the outcomes must occur within the period specified for the project.

Provincial ministries or agencies may already be undertaking initiatives to address current and future labour market challenges in the province (e.g. carrying out studies to identify

skills gaps, employers' needs and potential skills shortages or developing labour market profiles/reports on the labour force to build partnerships, share information and strategies to strengthen capacity to respond to local labour market challenges). A proposal submitted for funding under OLMP needs to be framed in relation to these types of activities.

Proposed activities should not result in unfair competition, or duplicate a product or service already existing in the community. The application should demonstrate knowledge of the labour market, community services, and the sector of activity identified in the project proposal.

4.6 Partnerships

OLMP applicants should develop effective partnerships. Partners are active participants in the undertaking of the project and contribute with cash or in-kind contributions.

- Partners should be active participants, technical advisors or play another significant role. Partnerships are an indication of community support, and could help ensure the short or long term viability of a project;
- Partners should not be receiving remuneration as a result of project funding. In such a case, they are no longer considered partners, but rather consultants or contractors;
- The roles of the partners should be clearly defined;
- Partners might provide a letter stating their role and contribution in the project; and,
- The goals and objectives of the partners should be compatible with those of the applicant as stated in the project proposal.

4.7 Assessing the Budget

Costs should be reasonable and represent actual costs. The budget should contain sufficient detail, and identify planned capital purchases.

Key considerations:

- The proposed budget is discussed between MTCU and the applicant. The discussions regarding the budget become part of the project records.
- The roles and responsibilities of consultants required to carry out activities of an OLMP Project must be clearly outlined and linked to the OLMP activities and proposed costs. Consultant activities may change over time. Changes should be approved in advance, especially any changes that impact the budget and/or any terms of the agreement.
- Contributions from the applicant and/or other sources will be reviewed to ensure their contributions occurred as planned;

- Costs will be reviewed against other projects that are similar in content and duration to determine if there is consistency; and,
- Costs will be reviewed to ensure they reflect current market value. The applicant may be required to provide evidence of external standards rationalizing the costs.

4.8 Community Support and Consultation

In determining community support for the proposed OLMP project, MTCU staff may:

- Consult the applicant with questions based on their initial review of the application. There may be areas where more information is required;

- Consult with other program delivery staff who have dealt with the applicant, or with similar project activities. This will help determine past successes and impact on the community;

- Consult with potential co-funders to *avoid duplication of funding* and facilitate cooperation between funders. MTCU will consider the source and nature of other funding from co-funders, project partners, and/or other government programs, as well as in-kind contributions;

- Determine the level of support for the project by communicating directly with:
  - Community stakeholders (such as other organizations in the community and co-funders;
  - Community members and other organizations to determine the value of this project to the community;
  - Stakeholders and community members to discuss concerns or unresolved issues;
  - Clarify all concerns and issues raised in the consultations with the applicant; and
  - Document all written and verbal contacts, including each consultation and clarification with the applicant. As often as practical, written documentation should be obtained over verbal communication should future reference be required.

4.9 Evaluation Strategies

An evaluation component measures the progress and success of the project and provides the applicant and MTCU with success indicators.

MTCU will:

- Review the proposed evaluation strategy to determine whether it relates directly to project objectives and can actually verify that these have been met;
- Ensure that performance indicators match identified milestones during the life of the project; and,
- Determine if there is a plan included for the project evaluation and follow-up (see section 9) that provides sufficient information to determine value for money, community impact and quantified results.

5.0 Recommendation and Approval

When MTCU has collected and assessed all application information, they will summarize their findings, including the results of consultation with stakeholders, in a concise, accurate manner and make a recommendation to the approval authority.

5.1. The Recommendation package

Whether the project is receiving a positive or negative recommendation, a recommendation package which includes the following elements will be prepared:

- A description of how well the project addresses OLMP program objectives and priorities. Most importantly, the recommendation rationale should provide discussion of the labour market issue addressed by the project and why it will impact favourably on the identified imbalance in the labour market.

- A demonstration of consultation in support of the recommendation, including the names of those who have been consulted on this project, and the relevance of the consultation. Those consulted may include representatives of management and labour from the industrial or occupational sectors involved, community groups and other municipal government.

- A discussion of the applicability of the project to MTCU local business plan priorities. The recommendation package must clearly describe how this project meets MTCU's plans and priorities with respect to employment and the labour market.

5.2 Project Approval

The applicant will be informed of the reason for the decision.

6.0 Agreement Development

The OLMP Agreement formalizes the understanding between MTCU and the Recipient regarding the OLMP project and ensures accountability for the use of public funds.

The Agreement Development Process

MTCU will share 2 copies of the Agreement with the Recipient. When the Recipient is comfortable with the content of the Agreement, both copies should be signed and returned to the local office. The local MTCU office will collect appropriate approval signatures and forward a fully signed copy of the Agreement to the Recipient.

6.1 Agreement Duration

The **proposed start** and **end dates** of expenditures during the funding period must be written into the OLMP Agreement. If the project is approved and there is an Agreement in place, no expenditures can be incurred outside the start and end dates of the agreement funding period.

For this reason clear information must be included in the proposal, if there will be a start-up and closeout period with essential project-related expenditures.

Follow-up and evaluation must be conducted before the end date of the agreement and related costs included in the Agreement. Follow-up and evaluation should be paid for, before the end date of the Agreement.

7.0 Monitoring

Monitoring is an essential part of OLMP project management, and is the mechanism to ensure that a project Agreement is implemented as it was intended.

Monitoring at pre-determined intervals during the life of the project increases the likelihood that the project will succeed and provides on-going opportunities to anticipate problems and plan for any adjustments.

Monitoring and evaluation will be a shared endeavour between MTCU and the project Recipient.

7.1. What Is Monitored?

Activity Monitoring

The purpose of activity monitoring is to determine that the activities outlined in the Agreement are taking place, and are in keeping with program objectives and outcomes. In its simplest form, project activity monitoring seeks to answer the question "What's

going on?" using qualitative and quantitative information. Activity monitoring ensures that activities are being carried out as outlined in the Agreement.

In addition to objectives and expected results, activity progress and milestones are monitored.

Financial Monitoring

Financial monitoring verifies that funds are spent as intended in the Agreement, and that bookkeeping systems and accounting practices are in place to manage and control MTCU funds. Project expenditures must be monitored at least once during the life of the Agreement, and more often as determined through risk assessment. The importance of financial monitoring increases with the size, complexity and dollar value of the Agreement.

7.2 Monitoring Methods

Project monitoring, depending on the degree of associated risk, may include:

- verification of documents and other forms prior to processing;
- direct contact with the Recipient and/or participants/beneficiaries, other stakeholders, and partners;
- on-site visits to assess progress and achievement of activity milestones;
- on-site visits to verify expenditures and compliance to agreement terms;
- utilizing program/project data for informed decision-making; and,
- reviewing reports submitted by the project Recipient.

8.0 Accountability Requirements

Accountability is a joint responsibility between Ministry staff and OLMP project Recipients. It is achieved when all parties fulfill their specified roles and responsibilities with respect to program Guidelines, agreements, expected results and indicators.

For all individual OLMP projects, the following are success indicators for expected results of outputs:

Expected Results of Outputs (see definition in section 3.2.4)	Success Indicators
Employers/target organizations have received an output (end product) of the OLMP Project.	The number of employers/target organizations who have received an output (end product) of the OLMP Project.
Establish linkages on how the OLMP Project could support and/or benefit	Evidence of supporting/benefiting other EO program and services, which can be

other EO programs and services.	determined with the project Recipient.
Project activities that have been achieved.	The number and extent of the activities that have been achieved.
Partnership satisfaction during the project life cycle.	As part of monitoring, at least one OLMP partner will be surveyed by MTCU to determine their: • engagement in the project; • satisfaction with project progress; and, • likelihood to partner with the OLMP Recipient in future.

Specific details and targets for the expected results and success indicators must be negotiated with the project Recipient and MTCU staff, and included in the OLMP Agreement.

9.0 Evaluation

OLMP project Recipients must evaluate projects to assess their effectiveness in addressing the labour market issue as identified in Schedule E of the OLMP Agreement. Evaluation results also help to guide the activities of future OLMP projects.

A Final Report must be submitted within four months of completion of activities and prior to the Agreement end date. The type and size of the Final Report will vary depending on the scope of project activities, however it should address the criteria below.

Project Objectives
- What were the objectives of the OLMP Project as originally proposed? Have the objectives been met? If not, why not?
- Did the objectives change? If so, why and what was the impact on the project? What was the impact on partnerships?

Project Findings
- OLMP Recipients should submit any project reports, research, results and/or products that were produced as a result of the project. They should include any related statistics and data.

Project Delivery
- How was the project delivered?
- Did activities align with the Schedule E of the OLMP Agreement? If not, how were they different?
- How will the findings of the project be made available to the industry sector?

Partnerships

- Were partners involved in setting, reviewing and revising the objectives of the project? If so, how?
- How were they involved in actually delivering the activities of the project? Did they fulfil their commitment as planned? If not, why not?
- Did any additional partnerships emerge? If so, please tell us about the new partnerships.
- How will partnerships resulting from this project continue after the project has ended?
- How have partners made use of the outcomes of the OLMP project to impact local community activities or strategic planning?

Outcomes
- Did the OLMP project have an impact on labour market conditions or help to create jobs? If so, how?
- Have there been any changes in corporate culture, behaviour, relationships, activities, actions, human resource management strategies in the communities affected by the labour market labour issue? If so, what are they?
- Describe the impact of project findings, activities or partnerships on the functioning of the local labour market.
- Were any any lessons learned, or is there other information, that can be shared?

10.0 Program Contact

For more information about the Ontario Labour Market Partnerships program, please contact your local Ministry of Training Colleges and Universities Office.