

MINISTRY OF SOCIAL DEVELOPMENT AND POVERTY REDUCTION

WorkBC Employment Services

# Labour Market Partnership

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Applicant Guide

Employment and Labour Market Services

April 2019

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More information is available on the WorkBC website: [www.WorkBC.ca/CEP](http://www.WorkBC.ca/CEP)

## Applicant Guide

### Purpose

This applicant guide provides the information required to request funding for Labour Market Partnership (LMP) projects.

It will provide an overview of LMP and outline the requirements for a proposal. The following appendices will provide further information:

- Appendix 1 – LMP Proposal Description
- Appendix 2 – LMP Budget Guidelines

## Program Overview

### **What is a LMP component of the Community and Employer Partnership (CEP) Fund of the WorkBC Employment Services?**

LMP provides financial assistance to organizations to support and facilitate labour market issues and encourage human resource planning activities which are in the public interest. LMP funds projects that encourage and support employers, employee and/or employer associations and communities in developing and implementing strategies for dealing with labour market issues and meeting human resource requirements.

LMP funded labour market projects must demonstrate respect for Indigenous values, culture and protocols, and be mutually beneficial to the contract holder and Indigenous partners.

### Principles

Projects funded through LMP support the following principles:

- Collaboration: projects involve the collaboration of partners who will provide a measureable contribution to the success of the project;
- Innovation: projects test innovative approaches to labour market or human resource Issues;
- Results Orientation: projects include measurable objectives and achieve tangible outcomes and outputs;
- Sustainability: projects demonstrate organizational capacity to ensure HR strategies developed under LMP are sustainable;
- Comprehensiveness: projects consider current labour market issues as well as future and far reaching implications; and,
- Accountability: projects report on outcomes and demonstrate effective and efficient financial management.

### Provincial Labour Market Priorities

LMP is a key resource that works in partnership with industry, employers, employees and communities in addressing their labour market and human resource needs.

Priority for funding is based on the ability to address one or more of the following priorities:

- Strategies to address labour market or human resources issues in areas of proven high occupational demand;
- Facilitating labour market development, growth and creating jobs in new and emerging sectors;
- Labour market issues related to transferable and essential skills;
- Assisting industries and/or communities in transition;
- Increasing labour productivity in BC;
- Increasing labour market, post-secondary education and skills training participation of groups under-represented in the labour force e.g. Aboriginal persons, immigrants and persons with disabilities; and,
- Providing a quick response mechanism to address labour market imbalances.

## Key Characteristics

### ***LMP projects must focus on a labour market issue.***

Labour market issues are often characterized by a current or anticipated imbalance in the labour market between supply (workers) and demand (employers). The imbalance may be between available and anticipated jobs and available people (numbers). It can also be about an imbalance between available jobs and the skills of available people. Labour market issues are normally of broad community concern and the most effective solutions will result from broad involvement and commitment to addressing the issue.

### ***LMP projects must involve partnership arrangements***

Community partners can include any individuals, groups or organizations who are actively contributing to the project by participating on a steering committee and/or providing in-kind or financial contributions. The requirement for partnership is satisfied if at least two parties (other than the Province of BC) have demonstrated an ongoing commitment to the project.

The most effective solutions to a labour market issue involve partners from both the supply (workers) and demand (employers) side of the labour market and LMP agreements should have partners representing both sides.

Typically, labour market issues generate interest and concern from a variety of individuals, organizations and levels of government. It is essential that activities supported through LMP involve partners who recognize that there is a labour market issue; want to address the issue, and are willing to invest time, energy and/or resources to work together to do so. Experience has shown that LMP agreements work best when there is some kind of steering committee established with representation from the partners. The committee helps define the problems/issues, establish priorities, develop an action plan and budget, and monitor progress.

In addition to the strength brought to the LMP project through broad involvement and commitment, partnership normally results in improved outcomes and follow-up. Where the project is being sponsored by an organization representing a specific population group(s) with high unemployment, employers must be included as partners and play an active role in the project

The project activities must be ***finite*** in nature and have a positive impact on the labour market.

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### Eligible Activities

A wide range of activities to address labour market imbalances may be supported under this program. Examples of eligible activities that may be implemented through LMP include, but are **not** limited to:

Facilitating Labour Market Adjustment	<ul style="list-style-type: none"> <li>• Pro-actively support the adjustment or skills development of workers facing a loss of employment, including employer-sponsored training.</li> <li>• Support HR activities to develop or expand new industries or technologies.</li> </ul>
Supporting Labour Market and Human Resources Research and Analysis	<ul style="list-style-type: none"> <li>• Support industry, communities, employers or employee associations to identify labour market issues and to develop and implement action plans to resolve the issue. This may include activities related to HR planning, training, recruitment, retention and demographics.</li> <li>• Where necessary funding may be used to support HR planning for organizational long-term sustainability.</li> </ul>
Building Labour Market Awareness	<ul style="list-style-type: none"> <li>• Increase stakeholder understanding of significant labour market issues.</li> <li>• Improve employer awareness of human resource practices. Promote and/or support retention of workers (such as encouraging increased investments in employee training and accommodation of needs of aging workers).</li> <li>• Share best practices related to human resource planning and management.</li> <li>• Develop mechanisms designed to bring employers together with potential employees or those about to enter the labour force to share labour market information.</li> </ul>
Sharing of Labour Market and Human Resources Information	<ul style="list-style-type: none"> <li>• Activities may be supported that allow for the sharing of labour market information, best practices and to improve coordination of activities within regions or across the province. e.g., website development that posts best practices.</li> </ul>
Strengthening partnerships to improve the coordination of Labour Market and Human Resource Activities	<ul style="list-style-type: none"> <li>• Coordinate community-led, community-based approaches to addressing labour market issues.</li> <li>• Develop partnerships necessary to implement strategies.</li> </ul>
Building Organizational or Community HR Capacity	<ul style="list-style-type: none"> <li>• Improve community and organizational capacity to meet evolving employer and labour force needs and plan for effective utilization of local human resources.</li> <li>• Develop human resource plans to ensure ongoing labour market needs are addressed.</li> </ul>

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Developing Curriculum	<ul style="list-style-type: none"><li>• Support the development of curriculum, based on sectoral HR needs analysis and plans. Curriculum developed through LMP must not be considered the property of one training institution.</li></ul>
Piloting of Labour Market and Human Resource Strategies	<ul style="list-style-type: none"><li>• Support the testing of new HR initiatives which are supported by LMI, analysis and a HR or Adjustment strategy which do not create dependencies or unfair competitive advantage.</li></ul>

### What types of Activities are Appropriate for funding?

#### Improving capacity for dealing with human resource requirements

Capacity for dealing with human resource requirements is improved through human resource planning. Human resource planning is an ongoing process undertaken by employers or geographic communities to anticipate and meet their changing human resource needs and address their human resource obstacles and opportunities.

Human resource planning involves research and analysis as well as the design and development of strategies to address identified employment needs of employers and geographic communities. For example, employers belonging to a business association in a particular community might want to join forces to forecast and plan for their human resource needs. Typical human resource planning activities could include:

- Analysis of human resource supply and demand;
- Identification of trends and emerging issues;
- Identification of skills gaps, training requirements and barriers to hiring and retaining appropriate human resources (including specific population groups); and,
- Development of a human resource plan to address the identified labour market issues.

#### Implementation of labour force adjustments

The objective of labour force adjustment is to improve the balance between the supply (number of workers with particular skills) and demand (available and anticipated employment opportunities) sides of a labour situation.

Labour force adjustment projects involve partners (e.g. representatives of population groups experiencing high unemployment, representatives of employer associations in a geographic community) in activities aimed at finding solutions to these imbalances. Typical labour force adjustment activities include:

- Recruitment campaigns for employers in a local labour market;
- Job fairs to raise awareness of employment opportunities within a sector or geographic area;
- Series of human resource planning sessions or employer groups that focus on addressing a labour market issue.

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## Groups with high unemployment

Population groups within the community at large (e.g. persons with disabilities, Aboriginal Peoples, visible minorities) may experience higher than average rates of unemployment and/or challenges in equitable access to current and/or future employment opportunities.

Where employers are having difficulties meeting their **current** human resource requirements, there may be population groups in a geographic community with the needed skills that are being overlooked. In this instance, LMP can be used to assist in developing a strategy **directed to employers** to correct this labour market imbalance. For example, LMP could be used to assist employers find particular skills. The following activities would be appropriate to fund so that the employers in the labour market in question could meet their current human resource requirements:

- Analysis of skill requirements of the employers in the geographic community's labour market;
- Examination of the skills available among all the unemployed in the entire geographic community and/or within a specific population group(s);
- Identification of the precise nature of the barriers/obstacles to employment for all the unemployed in the geographic community's labour force, and/or a specific population group(s) and to develop human resource plans to address them; and,
- Development of comprehensive employer-awareness campaigns which could focus on the strengths of all under-employed populations or which are targeted towards a specific population group(s).

When employers in a geographic community's labour market anticipate **future** human resource imbalances (low supply - high demand), LMP can appropriately be used to help the employers develop a strategy to access future employees within the entire geographic community and/or within a specific targeted population group(s). The following activities would be appropriate to fund so that the employers in the designated labour market could meet their future human resource requirements:

- Analysis of skill requirements of the employers in the geographic community's labour market;
- Examination of the current skills available among all the unemployed in the entire geographic community and/or within a specific population group(s);
- Identification of current barriers/obstacles to employment for all the unemployed in the geographic community's labour force, and/or a specific population group(s);
- Identification of the potential skills gap between the current and future skill requirements;
- Development of a strategy to increase the awareness of the population group(s) to ensure that they are aware of the skills required by employers in the geographic community;
- Development of a strategy to encourage employers to begin working now to increase the skill levels of future employees; and,
- Development of a comprehensive employer call-to-action campaign which focuses on the importance of building skills within all the unemployed/under-employed in a geographic community or within specific population group(s). This is to help ensure future human resource requirements can be met.

Employers **must play an active role in the LMP project**. Even though a community organization may lead the project, it is **not appropriate** to use LMP to address needs and



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issues of the population group(s) that are not clearly labour market related or to implement plans and strategies developed using LMP.

### Labour Market Employment Development

High unemployment in a community is often most reasonably addressed through the development of community human resource planning activities which encourage employers to create new or different jobs or promote increased self-employment. These activities are referred to as labour market employment development.

If all of the following five conditions exist, LMP can be used to support labour market employment development initiatives:

- The initiative is in response to an identified labour market issue such as unemployment or anticipated unemployment;
- The initiative involves partnership and contributions from key community stakeholders;
- All activities relate directly to employment development;
- The outcome of the initiative will be improved capacity for employment development or improvement of the identified labour market problem and employment development; and,
- The LMP project does not provide direct financial assistance to the expansion or development of a private enterprise or enterprises.

LMP-funded employment development planning activities must be based on a realistic assessment of community capacity for employment development. If there are no other partners committed to funding the implementation of an ambitious employment development strategy, such as the "attract a new company" scenario, there is little point in LMP contributing to the development of such a strategy. LMP **cannot** be used for the implementation of the employment development strategies.

Modest and realistic approaches to developing community employment are more likely to succeed. Success factors include:

- Broad and representative participation from the geographic community's employers and representatives from specific population groups;
- Focus on the characteristics of the geographic community's labour market, its strengths and capacity for implementation;
- Self-reliance and resilience of the geographic community's labour market; and,
- Geographic community labour market's independence from economic interests outside the region.

Some examples of labour market employment development strategies include:

- Development of a human resource planning strategy for a geographic community that would include:
  - Obtaining the community's commitment for the local labour market human resource planning strategy;
  - Preparing a community profile of the labour market in question;
  - Outlining options for a human resource planning strategy; and,
  - Deciding on the preferred options for the human resource planning strategy.

## Inappropriate Uses

***Subsidizing a community, organization, industry or business, in any way other than to assist with the planning of human resource requirements and/or assisting employees facing job-loss.***

LMP cannot provide funding for:

- Business set-up, operating costs or capital acquisitions;
- Research related to new products or product development;
- Research related to accessing new markets or marketing of their products and services;
- Obtaining ISO certification;
- Activities to address union-management collective bargaining issues;
- Activities which address business operational issues or business planning;
- Survival planning for a threatened company; and
- Employee training costs, with the exception of the Employer Sponsored Training (EST) component which provides funding to support employer sponsored training of employees facing a loss of employment.

**Creating new organizations or branches of organizations or providing funding for the core activities of organizations.**

The exception to this is sector partnerships and councils.

**Delivering or purchasing training for employed or unemployed individuals.**

(With the exception of Employer-Sponsored Training (EST).)

LMP cannot provide funding for:

- The development, piloting or testing of new training approaches for the unemployed;
- The training of employment service delivery professionals or human resource management practitioners;
- Assisting training institutions to develop their training capacity and infrastructure (e.g. facilities, equipment, and staff);
- Supporting an educational institution to develop its own curriculum. LMP funding may support curriculum development on a sectoral basis rather than for a single institution. Curriculum developed through the LMP should not be considered the property of one training institution.

***Funding conferences, except where it is clearly demonstrated that the outcome will improve the capacity of employers/community to deal with human resource requirements and/or to implement labour market adjustments.***

**Supporting community development or community capacity building, other than that which is focused on an identified labour market issue.**

LMP cannot provide funding for:

- Assisting communities to address community social issues such as addiction or mental health problems, parenting skills and child care problems;
- Assisting communities to develop infrastructure such as buildings and tourist sites;
- Assisting communities to develop services such as transportation systems, health

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- services and policing services;
- Assisting community interest groups and organizations to build their overall organizational capacity (e.g. to address their mandate and to increase membership);
- Planning for economic development that is not in response to an identified labour market issue; and,
- Offering financial incentives to attract new business.

## ***Delivering employment services and interventions for unemployed clients (these activities should be provided through the WorkBC Centres)***

LMP cannot provide funding for:

- Supporting the delivery of Employment and Labour Market Services; and
- Delivery of employment services to employed individuals unless they are being laid-off, in which case they can be assisted to adjust (e.g. finding a new job, determining a personal action plan to respond to the needs of an evolving industry or employer).

## **Carrying out any activities where the Government of Canada or the Province is the primary beneficiary or recipient of goods and services.**

For example, Labour Market Information (LMI) developed through an LMP agreement must be for the use of a funding recipient or others, but not the Government of Canada or the Province. (Government may be an incidental user of the information if it is developed primarily for the use of the recipient or others and may share the information for the benefit of all stakeholders.)

LMP cannot provide funding for:

- Developing a business plan for the delivery or effective use of Employment and Labour Market Services; and
- Carrying out evaluations that are primarily for the Province's use.

## **Other Information**

### **How long can a LMP project operate?**

LMP is intended to address specific issues and most agreements are of short duration and negotiated only for the necessary timeframe.

### **Who is eligible to apply for a LMP project?**

Eligible Applicants

- Businesses
- Non-Profit Organizations
- Crown Corporations
- Municipalities or Agencies
- Band/Tribal Councils/First Nations Governments
- Public Health and Educational Institutions

## **Handling of Reports produced under an LMP**

Due to the partnership nature of LMPs, any reports produced are public information and do not belong to any single organization. While the information can be used and shared publicly, it cannot be copyrighted or attributed to an individual organization and must reflect the public funding contribution to its development in perpetuity.

## **Is training an eligible activity under LMP?**

The only circumstance in which support may be provided for training is to avoid laying workers off. The Employer Sponsored Training (EST) component of LMP provides funding to support training activities for employees who would otherwise lose their jobs. EST helps employers avoid laying people off as a result of changes in their workplace by enabling impacted employees to acquire enhanced, marketable and transferable skills that will allow them to remain employed.

Assessment of an employer's request for financial assistance under EST could include reviewing information such as business plan, financial statements, management structure, human resource practices and short-term business outlook. The employer's financial contribution would normally represent a minimum of 50% of the expenses associated with EST training activity.

For more information about EST and how to apply, please visit the WorkBC website:  
[www.WorkBC.ca/CEP](http://www.WorkBC.ca/CEP)

## Appendix 1 – LMP Proposal Description

### Proposal Description

This information is intended as a guide to assist you in the development of your project.

### Project Title

The title of the project should be clearly stated.

### Project Objectives

In one or two sentences, describe the objectives of the *project* (not the objectives of your organization).

Clearly describe the main purpose of this LMP project and the labour market issue you intend to address.

If there are a number of objectives for your project, these may be included as sub-objectives. This is useful if the project is multi-faceted and complex.

### Proposed Activities and Timelines

Describe all proposed project activities. Please ensure they are listed in chronological order.

Explain how the key activities will lead to the realization of the project objectives.

Describe the timelines for, or duration of, the various activities. Identify the key milestones or benchmarks that will be used throughout the project to ensure that the project is progressing as planned.

### Expected Results

List the results that will be achieved upon project completion.

Ensure that the results relate to the overall project objectives and stem from the project activities.

Results can be both quantitative (numerical) and qualitative (narrative).

Explain how progress towards the expected results will be tracked and measured and, if applicable, indicate the role the steering committee will play.

### Applicant's Background, Mandate and Expertise

a) Explain the mandate of your organization.

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b) Provide a brief history of your organization, including the length of time it has been active, the financial stability of your organization, the qualifications and experience of the individual(s) or company performing payroll and bookkeeping for the agreement.

c) Provide a brief job description for the person(s) who will be overseeing the project.

d) Please include responses to these questions in your application:

- Do you currently have any employees on layoff and/or waiting for recall?
- Is there a labour stoppage or labour management dispute in progress?
- Will the proposed activities result in the displacement of existing employees or volunteers?
- Has your organization had previous LMP contracts and, if so, please list them, include the Contract/ agreement numbers and outcomes achieved.
- Include similar information on past projects funded by other organizations.
- Do you currently receive any other federal or provincial government funding? Provide the source and what the funding is provided for.

### Partner Organizations

#### **Stakeholder partnerships are a requirement for LMP projects.**

List all partners and describe their interest/role in the project. This includes any organization, business employer or individual who will be participating and/or contributing to the project. If a steering committee is to be established to support the project activities, describe the role of the steering committee and expected membership.

Provide a list of all partner organizations that will contribute in cash or in kind to the project, identify each partner's roles and responsibilities in project delivery and state the amount and type of contribution provided.

Detail all cash or in-kind contributions your organization is providing towards the project delivery.

Contact names and telephone numbers or letters confirming funds from other sources must be attached to the proposal.

### Community Support

Provide a description of the support this *project* (not your organization) has in the community. Of particular importance is the support for the project from other related programs and services in the community. Please attach relevant letters of support with related contact information to the application.

## APPENDIX 2 – LMP Budget Guidelines

### General Guidelines

If you are requesting support for project costs, you must complete the CEP Budget Template. The template and budget guidelines can be found on the WorkBC website:

[www.WorkBC.ca/CEP](http://www.WorkBC.ca/CEP)

All requested budget items must include a detailed rationale and relate directly to the project activities.

### All requested budget items must relate directly to the project activities.

- Only costs which are incremental to the organization and necessary to carry out the project activities are eligible
- Project costs must be specific and necessary to the activities of the project
- Administration and overhead costs included in proposals cannot be costs that the applicant would incur, whether the agreement was entered into or not.
- Include in-kind contributions to the project from the applicant or partner organizations in the appropriate budget line in the CEP Budget Template.
- In-kind contributions are noncash contributions such as space or equipment dedicated specifically to the project. In the CEP Budget Template explain how the dollar value of the in-kind contribution was determined and what budget line it is attached to.
- If you anticipate cash or in-kind contributions from an organization other than your own, please include a letter from the donor confirming the contribution.

The CEP Budget Template must be completed in full with a detailed rationale to support requested costs.

### Examples of budget rationale statements:

- Photocopying: It is expected 500 copies will be printed over the duration of the project @ .10 a copy.  $.10 \times 500 = \$50$
- Utilities Hydro \$30/month x eight months = \$2400. Applicant does not have sufficient space for the project therefore; utilities are required for the additional space being rented for this.

Include in-kind contributions to the project from the applicant or partner organizations in the appropriate budget line in the CEP Budget Template.

In-kind contributions are noncash contributions such as space or equipment dedicated specifically to the project. In the CEP Budget Template, explain how the dollar value of the in-kind contribution was determined and what budget line it is attached to.

### NOTE:

The applicant cannot include any administration or overhead costs which are not incremental to undertake the proposed activities. Only costs which are incremental to the organization and are necessary to carry out the project activities are eligible.

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Partnership funding from the applicant is required and it is expected that the applicant or other partners will contribute substantially to project costs.

## Eligible Project Costs

### **1- STAFF WAGE AND OTHER RELATED STAFF COSTS**

#### **Staff Wages & MERCS, benefits:**

This category includes Wages for staff that you hire specifically for the project and for the additional wage costs for your new or current staff part-time incurred because of the project.

- State the number of hours per week for each staff position.
- Provide work descriptions and required qualifications (not individual resumes) for each position specifically related to the project.
- On the P&I Budget Summary and Negotiation Template include the percentage rate used for the calculation of Mandatory Employer Related Costs, i.e. CPP, EI and Vacation Pay. Indicate if benefits are different for the various positions.
- Include Vacation Pay in this category only if it is paid out with each pay, or at the end of a period. If staff receive regular pay at the time they take their annual vacation, these costs should be reflected in the wage category above.

**Note:** The Project Staff Wages and MERCS can be considered as part of the applicant's in-kind or other partners' contributions.

#### **Other Employment – Related Benefit Costs:**

Include the WCB percentage rate and calculate WCB only on the wages and MERCS (Mandatory Employment Related Costs) portion to be paid.

- Provide an explanation and detailed breakdown of other benefit costs. If applicable, attach a copy of relevant Employee Benefit Agreements.

#### **Staff & Volunteer Travel:**

**Eligible staff travel costs are usually limited to mileage and offsite parking as required for project activities.**

Please provide the reason for the travel, how this supports the project activities, the number of kilometres estimated and the requested kilometre rate.

#### **Staff Disability Supports:**

These supports would be eligible only if the staff member was hire specifically for the LMP or the LMP activity is new for a current staff member and any costs would be pro-rated according to how much of the staffs time is spent directly on the project.



## **2- PROFESSIONAL FEES**

A breakdown of expected fees, the hourly rate and number of hours is required.

## **3- CLIENT COSTS**

Not applicable to LMP.

## **4- CAPITAL ASSETS**

Capital costs must be essential to the achievement of the objectives of the project. **All assistance provided for capital costs must be on a cost-shared basis.** A strong rationale for the need for a capital item is necessary.

- A capital asset is defined as any single item with a purchase value of more than \$1,000 (before taxes) that will not be physically incorporated into another product and remains functional at the end of the project. For example, four \$200 chairs are not capital assets because each chair is functional on its own and its value less than \$1,000. A table exceeding \$1,000 is a capital asset. Transferable software of \$1,000 or more is considered a capital asset. Capital costs must be paid for by the applicant or other contributor or cost shared between the applicant and ELMSD.
- Disposition of any purchased capital assets at the end of the project will be negotiated and documented in the agreement.
- Equipment which costs \$1,000 or more and which is purchased by the project to assist one or more persons with disabilities, is a capital asset and would be included in this section.

## **5- OTHER PROJECT COSTS**

### **Basic telephone and fax charges:**

Describe project related costs per month per line plus amounts estimated for long distance charges per month. Provide rationale for number of lines, long distance costs.

### **Insurance:**

Identify what the insurance is for and what is the pro-rated amount.

### **Postage and Courier:**

Describe the project related costs and provide an estimate of the amount required to support the project.

### **Rent & Utilities:**

Rent can only be an eligible expense when the applicant does not have sufficient space available to carry out the project activities. Include the square footage of the space, the cost per square foot, and a comparison to other facilities in the area. Provide a copy of the lease agreement, if applicable.

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## **Equipment repair & Maintenance (includes photocopy meter charges):**

Estimate the amount required for the project and describe why this is required to support the project activities.

## **Equipment lease, rental or purchase (including computers, fax machines, computer software):**

Provide a rationale for the necessity to purchase these items and describe why these items are required to support the project activities.

## **Bank Charges:**

Describe why this is required to support the project activities.

## **IT maintenance:**

Describe why this is required to support the project activities and why it is required in order for the project to be successful.

## **Materials and Supplies:**

Please ensure all materials and supplies to be used on the project are included. Include a description of why this is required to support the project activities

## **Advertising:**

Describe why this is required to support the project activities.  
Detail the amount and type of advertising and the cost per advertisement.

## **Equipment/furniture under \$1000:**

This would include those items essential to the project activities and costing less than \$1,000. If the cost of the equipment/furniture exceeds \$1,000, it would be shown under Capital Assets.

Include a description of why this is required to support the project activities.

## **Operational printing contracted externally (large printing jobs where outsourcing would be more cost effective; printing of organizational and/or project related brochures, reports, etc):**

Normally this line item is only requested for project whose activities include the production of a report, brochure or activity/produce requiring a large printing job. Describe how this is essential to the project activities

## **Funds from Other Sources:**

Include a breakdown of all financial and in-kind contributions to the project. Specify what organization is providing the contribution, what each will be used for and clearly identify which cost categories the contributions apply to.

If you anticipate a cash contribution from an organization other than your own, please include a letter from the donor confirming the contribution and identify how the cash contribution fits into the project budget.

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**Costs associated with the use of applicant-owned assets other than premises (e.g. computers and other equipment, furniture):**

Normally these items are provided as an in-kind contribution by the applicant.