Pre-Apprenticeship Training Program

2019-20

Employment Ontario

Call for Proposals Application Guide

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1 PROGRAM ELEMENTS

1.1 Context

The Ministry of Training, Colleges, and Universities is working towards closing the skills gap by increasing access to apprenticeship opportunities, creating good paying jobs in the trades, and aligning with local labour market needs. The ministry encourages pre-apprenticeship proposal submissions that address or include trades, sectors and/or geographic areas experiencing a skills shortage or a high demand. High demand trades are trades that are currently experiencing, or are expected to experience, above average job prospects.

In the 2019-20 Pre-Apprenticeship Training Program Call for Proposals and Application Guide proponents are required to identify the optimal program delivery option for their organization, target group and trade. In addition to mandatory program elements, proponents are required to identify additional program elements that will best support their target group to undertake and complete pre-apprenticeship training.

1.2 Overview of the Program

The Pre-Apprenticeship Training Program funds projects that provide people from underrepresented groups with technical and employability training needed to enter an apprenticeship. It helps people who are interested in an apprenticeship, but lack the skills and experience to gain employment as apprentices.

This initiative is designed to support potential apprentices who may need job readiness skills and trade readiness experience to gain employment as apprentices.

Proponents are invited to submit proposals for projects that focus on youth (including youth at risk and in conflict with the law), unemployed workers, women, Indigenous peoples, persons with disabilities and newcomers to Canada, or other groups traditionally under-represented in apprenticeship programs. Projects are chosen through an annual Call for Proposals process and funded for the development and delivery of pre-apprenticeship training projects across Ontario.

The benefits of the initiative include:

- Supporting potential entrants who require job readiness skills and trade readiness experience.
- Helping individuals to gain employment as apprentices by bridging the gap between the skills people have and the skills employers are seeking.
- Addressing a skills shortage in high-demand trades.

1.3 Overview of Employment Ontario

The vision of the Ministry of Training, Colleges, and Universities is for a modernized, client-focused apprenticeship and skilled trades system that helps businesses harness new talent while equipping workers with the practical skills and qualifications that the economy needs now and in the future.
As part of delivering on this vision, the ministry is responsible for the development, management and evaluation of a diverse suite of employment and training services. The ministry operates Employment Ontario (EO) as a source of information, services and programs for jobseekers and employers.

The EO Service Promise is to:

- Ensure the highest quality of service and support to help individuals meet their career and hiring goals;
- Provide opportunities to make it easier for individuals to improve their skills through education and training;
- Ensure that no matter which EO office individuals walk into, they will get the help they need; and,
- Work with employers and communities to build the highly skilled, highly educated workforce that Ontario needs to be competitive.

1.4 Program Objectives

Projects funded under the Pre-Apprenticeship Training Program will support entrants to the apprenticeship system who require job readiness skills and trade readiness experience to gain employment as apprentices.

The objectives of increased exposure to trades, expanded program delivery opportunities for service providers, meeting labour market need, and enhanced participant outcomes continue to be fundamental elements of the program.

1.5 Program Activities

1.5.1 Mandatory Program Elements

Proponents are required to identify the optimal program delivery option for their organization, target group and trade. In addition to mandatory program elements, proponents are required to identify additional program elements that will best support their target group to undertake and complete pre-apprenticeship training.

Proposals will be accepted for pre-apprenticeship training delivered by one of the following two options:

Option 1

- Focus on one principal trade and one or more related secondary trades
- Completion of Level 1 Apprenticeship In-School Curriculum Standards for the principal trade
- One work placement of minimum 8 weeks, or, two work placements of maximum 12 weeks combined
- Multiple trade exposure through work placement(s) and/or other methods

Option 2

- Focus on one principal trade and one or more related secondary trades
• One work placement of minimum 8 weeks, or, two work placements of maximum 12 weeks combined
• Multiple trade exposure through work placement(s) and/or other methods

Additional mandatory program elements for both options:

a. Refer to Section 1.5.4 Multiple Trade Exposure for further details.
b. Training (in-class and work placement) must not exceed 52 weeks (260 days) in duration.
c. Projects must include at least one 8 to 12-week work placement (between 280-420 hours) based on the current Apprenticeship Training Standard or Schedule of Training. Refer to Section 1.5.5 Work Placements for further details.
d. All program activities must be completed by March 31, 2021.
e. Projects must include relevant safety training for the trade, e.g. WHMIS, Workplace Health and Safety, First Aid. All safety training must take place prior to the work placement.
f. In addition to regular progress reports, all projects are required to track participants at the 3 month, 6 month and 1 year post-program completion intervals and collect participant profile information.

1.5.2 Additional Program Elements

a. Projects must address a skilled trade shortage in the proponent’s geographical locale. Supporting labour market research must be provided to confirm skill shortage in the local area.

b. Projects should include curriculum development, outreach, marketing and recruitment, assessment and selection of participants. If the proposal is being submitted for a second offering of a previously delivered project the proponent should indicate whether curriculum modification will be required and why.

c. Projects may include the current ministry-approved Level 1 Apprenticeship In-School Curriculum Standards for the trades taught by a training delivery agent(s) with current approval to deliver that trade. Refer to Section 1.5.3, Level 1 Apprenticeship In-School Curriculum Standards for further details.

d. Projects may include academic upgrading required by participants to attain the minimum academic requirement for the trade of study or academic skills required for successful completion of Level 1. All participants must possess the minimum academic entry requirement or its equivalent for the trade of study upon completion of the program. Note: Apprenticeship trades in Ontario are regulated by apprenticeship legislation. Trades either require Grade 10 or Grade 12 or its equivalent as the minimum academic entry requirement.

e. Projects may include trade readiness components according to the needs of the participant group (e.g. tool types and uses, blueprint reading).

f. Projects may include employment preparation components according to the needs of the participant group (e.g. job-search and interview skills, employment standards and tours of the workplace).
g. Projects must include monitoring and supporting participants during the work placement.

h. Identify how proponents will work closely with their local Employment Ontario office.

i. Identify how proponents will track and report on participant progress and status during the project and at 3 month, 6 month and 1 year intervals following project completion.

j. Proponents must develop and implement a referral protocol with their local Employment Ontario service providers to ensure program participants’ access to job search and work placement support post program.

k. Identify how proponents will work closely with local Literacy and Basic Skills programs for relevant support for training participants.

l. Identify how the proponents and local agencies will partner.

m. All participants must be a minimum of 16 years of age and be eligible to work in Ontario. Participants under 18 years of age must have an Ontario second school diploma or equivalent as required under the Education Act, 2006, chapter 28. All work placements must be situated in Ontario.

1.5.3 Level 1 Apprenticeship In-School Curriculum Standards (Level 1)

The Level 1 Apprenticeship In-School Curriculum Standards (Level 1) is an optional component of the Pre-Apprenticeship Training Program. It must be delivered by an approved deliverer for the trade.

While the Level 1 must be taught in full, the length of Level 1 training may be extended beyond the traditional period to accommodate pre-apprenticeship participants who may not have had the same opportunity to train in the workplace as registered apprentices.

Participants must meet the same requirements as those required by registered apprentices to pass Level 1. Participants who successfully complete all requirements of Level 1 will be given credit for this level of training. Training providers are required to issue participants who successfully complete Level 1 the same documentation given to registered apprentices (e.g. transcript).

Please note that Level 1 must be taught by instructors who have appropriate qualifications.

1.5.4 Multiple Trade Exposure

Exposure to more than one trade continues to be an important element in the pre-apprenticeship training program. Projects must include exposure to more than one apprenticeship trade to provide participants with greater awareness of trade options.

If you have chosen Option 1 that includes a Level 1 in-school class, you may wish to focus on one principal trade with a longer placement and a second related trade that
may be a shorter placement or other methods of giving the participant exposure. This could include such activities as job shadowing and mentoring. In total, the work placement(s) or other activities should not exceed 12 weeks.

If you have chosen Option 2 and it does not include a Level 1 in-school class, you may wish to focus on giving participants the option of exploring a number of trades in a particular cluster of trades. For example, Truck and Coach Technician, Electrician and Tool and Die each have related trades. This trade exposure could take the form of one or a number of shorter placements combined with other methods such as job shadowing and mentoring.

1.5.5 Work Placements

Work Placement Training Plan

It is expected that employers offering training to pre-apprenticeship participants will participate in the design and implementation of the work placement component including developing a training plan based on the Apprenticeship Training Standard or Schedule of Training. Participant progress is to be supported and monitored by the proponent based on the participant’s training plan.

All work placements must comply with the appropriate legislation or regulations. Work placements must be trade-appropriate and based on the current Apprenticeship Training Standard or Schedule of Training.

Workplace Insurance Coverage

Employers must provide workplace safety insurance coverage for the participant while on the work placement. This includes all placements, subsidized or unsubsidized. Employers who are not required to register with WSIB and have not voluntarily registered for WSIB coverage must have workplace safety insurance coverage through private insurance carriers or through the training provider.

Mandatory Workplace Safety and Insurance Board (WSIB) coverage extends to the majority of employers. It includes construction and manufacturing industries. It also includes many service sector businesses.

Training providers can contact WSIB at 1-800-387-8638 or in Toronto at 416-344-1013 to confirm which employers/businesses DO require mandatory registration and which employers/businesses DO NOT require mandatory registration.

Third Party Liability:

The employers must have Third Party Liability insurance to cover the costs of damages caused by participants while on the job.

Training providers must place participants only with employers who have adequate Third Party Liability and WSIB or other workplace safety coverage.
Compulsory Trades

Participants enrolled in a pre-apprenticeship training project in a compulsory trade regulated by apprenticeship legislation will be permitted to work in the trade.

Participants will be issued a ministry form, which must be in their possession at all times while working in the trade. Participants are only permitted to work in the compulsory trade during the supervised work placement component of the pre-apprenticeship training project. In addition, wage rates and ratios for any regulated trade do not apply for pre-apprenticeship training program participants.

It is the proponent’s responsibility to ensure participants and employers understand and comply with these terms.

Wage Subsidies

Proponents may submit a request for a wage subsidy as part of the budget template provided (Refer to Sections 2.3 and 3.6). Wage subsidies will only be provided where the employer is paying the participant during his/her work placement. Wage subsidies may not exceed $162.50/week per participant and may only be used to subsidize the participant’s wages during the paid work placement.

Employers

Employers offering work placements for pre-apprenticeship participants must:

- Be licensed to operate in Ontario;
- Demonstrate the ability to provide the trainee with adequate supervision and the training described in the training standard and subsequent training plan;
- Provide employment in Ontario;
- Maintain appropriate WSIB or alternate workplace safety insurance coverage;
- Have adequate third party general liability insurance;
- Comply with all applicable federal and provincial human rights legislation, regulations, and any other relevant standards; and
- Comply with freedom of information and protection of privacy legislation.

1.5.6 Partners

The ministry strongly encourages partnerships between Training Delivery Agents with current approval to deliver Level 1 and community agencies/Employment Ontario service providers currently delivering components such as employment preparation, work placement, monitoring and/or academic upgrading services. Proponents are requested to demonstrate how they will be maximizing existing local services and enhancing service coordination at a local level.

Proponents should contact their local Employment Ontario delivery agency to discuss varying levels of partnership such as assistance in identifying potential participants, delivery of employment preparation, identifying linkages with employers, providing wage
subsidies and on-site monitoring. Proponents should work closely with local Employment Services and Literacy and Basic Skills agencies to support training participants in completing the program and finding employment after the program. The Employment Ontario hotline at 1-800-387-5656 can provide a list of local agencies. In Toronto, please call (416) 326-5656.

Agencies that currently receive funding under another government program to deliver components of the pre-apprenticeship training program will not be eligible for additional funding for those components unless services to be provided are above and beyond current funding dollars. Proponents must state in their proposal that these services are not being funded by any other government program.

1.6 Roles and Responsibilities

Role of the Ministry

The role of the ministry is to facilitate the pre-apprenticeship training project by contributing funding, expertise and information to the service provider. To this end, the ministry will:

- Negotiate, complete and administer an agreement with the service provider; administration will include receiving and commenting on project reports and monitoring progress and performance against project activities and outcomes set in the agreement;
- Collect and review reports and outcome data to evaluate the project; and
- Provide direction on reporting.

Role of the Service Provider

The role of the service provider of the pre-apprenticeship training project is to:
- oversee recruitment activities to find suitable participants for the approved project class size
- provide pre-apprenticeship and apprenticeship training activities to participants of the project, and working with partner organizations as necessary
- ensuring that objectives and outcomes 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 and that objectives stated in the agreement are being met; and
- managing the agreement with the ministry, submitting required reports and participating in monitoring and project evaluation.

1.7 Client Profile

It is expected that participants of the Pre-Apprenticeship Training Program will be selected from groups that are traditionally underrepresented in apprenticeship training such as youth, the unemployed, women, Indigenous peoples, newcomers, youth at risk, including youth in conflict with the law and persons with disabilities. All participants must be a minimum of 16 years of age and be eligible to work in Ontario. Participants under
18 years of age must have an Ontario second school diploma or equivalent as required under the *Education Act, 2006*, chapter 28.

### 1.8 Timelines/Schedule of Delivery

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidelines and Proposal Application Issued</td>
<td>June 7, 2019</td>
</tr>
<tr>
<td>Deadline to e-mail questions for ministry response</td>
<td>June 14, 2019</td>
</tr>
<tr>
<td>Ministry responses to questions issued</td>
<td>June 21, 2019</td>
</tr>
<tr>
<td>Applications Closing Date</td>
<td>July 12, 2019</td>
</tr>
</tbody>
</table>

Please note: Amendments to the timelines may be made at the discretion of the Ministry of Training, Colleges and Universities.

It is anticipated that proponents will be notified of the outcome of their submission in November 2019 and successful projects may start between January 2020 and April 2020.

All program activities must be completed by **March 31, 2021**.

### Proponent Questions

In order to ensure consistent and accurate information is provided, formal responses to questions will be issued.

Questions should be submitted by e-mail by **Friday, June 14, 2019** to: PATP@ontario.ca.

Responses to questions will be issued electronically by **Friday, June 21, 2019**.

Proponents may seek clarification at any point during the proposal writing stage if a formal response is not required. Questions should be directed to PATP@ontario.ca.

Proponents are encouraged to speak to their local Employment Ontario office regarding proposal concepts, however, input from the office does not guarantee award. Ministry staff will not issue formal support for any project (e.g. letters).

For general inquiries proponents are encouraged to refer to the ministry website for the list of Employment Ontario office locations and general inquiry phone numbers.

Any questions regarding becoming an approved deliverer of apprenticeship in-school training should be directed to the local Employment Ontario office.
1.9 Performance Measures

Performance measures are an essential management tool for the Government of Ontario. Performance information helps to determine which programs and services are providing value and making a measurable difference to Ontario’s economy and society.

All training providers are required to participate in all performance measurement exercises undertaken by the ministry.

a) It is expected that a minimum of 75% of program participants will successfully complete the program (Program completion rate). Successful completion of the program includes:

- Possession of the minimum academic entry requirement or its equivalent for the trade of study.
- Completion of all mandatory program elements listed in Section 1.2

b) It is further expected that a minimum of 60% of program participants will become registered apprentices, enter related postsecondary training or obtain employment in the skilled trade (Post-program completion rate).

c) The ministry recognizes that for certain programs, completion rates and post-completion rates may be less than the expected rates noted above. For this reason, proponents may project a program completion rate of less than 75% and a post-program completion rate of less than 60% with a rationale. Where the ministry accepts the projected program completion and post-program completion rates, training providers will be measured against this new rate.

1.10 Program Evaluation

In addition to regular progress reports, all projects selected for funding will be required to track participants at the 3 month, 6 month and 1 year post-program completion intervals.

Projects selected for funding will be required to collect participant profile information. Training deliverers must have policies and procedures in place in keeping with the collection and release of personal information under the Personal Information Protection and Electronic Document Act and the Freedom of Information and Protection of Privacy Act. These policies should be developed with the advice of legal counsel.
2 APPLICATION PROCESS

2.1 Introduction

The ministry is seeking proposals to deliver the Pre-Apprenticeship Training Program in Ontario. All parts of the response template (Section 3), must be completed in order to receive full consideration during proposal evaluation.

2.2 Eligibility

Service providers of the Pre-Apprenticeship Training Program will be selected through the annual Call for Proposals process and may include:

- Educational Institutions (e.g., colleges or universities);
- Not-for-profit organizations (e.g., employment agencies, union training centres); and
- Associations (e.g., professional, sector/industry, business, labour, community, etc.)

Multiple organizations can partner together to apply to become a service provider; however, there must be one “lead” proponent that enters into an agreement with the ministry and assumes accountability for deliverables and outcomes.

To enter into an agreement with the ministry, an organization must:

- be a Legal Entity authorized to operate in the province of Ontario
- provide the ministry with certificates of insurance confirming that the organization has all the necessary and appropriate insurance, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than two million dollars ($2,000,000) per occurrence. The policy shall include the following:
  - the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient’s obligations under, or otherwise in connection with, the Agreement;
  - a cross-liability clause;
  - contractual liability coverage; and
  - a 30 day written notice of cancellation, termination or material change.

2.3 Budget

All proposals must include a detailed budget using the template provided in Section 3.6. Budgets should include, but are not limited to, the line items in the template and described below.

Funding is based on actual costs with the exception of Level 1 training. Funding for Level 1 training may not exceed the 2019-20 per diem rate of $73.09 per student per day. This rate is based on a six hour training day. Individual line items listed below must not include any costs already covered under the per diem for Level 1 training. A list of eligible items included in the Level I training per diem is outlined in Section 3.10.
Employer wage subsidies may be requested, provided the employer pays the participants during his/her work placement. Employer wage subsidies must not exceed $162.50/week per participant per paid work placement. Employer wage subsidies may only be applied to subsidize the participant’s wage during the work placement.

Employers who receive a wage subsidy through an Employment Ontario service provider for the work place component of this program will not be eligible for wage subsidies through this program and vice versa.

Budgets must be signed and dated by a senior signing authority.

**Individual Line Items:**

Details sufficient to assess each line item must be included.

a) **Project Staff Costs.** Specify staff project title, roles and responsibilities, and number of days or hours to be worked, per diem or hourly rate. Any consulting or sub-contracting services should be included in this line item. All Staff listed in the budget template must align with project staff listed in section 3.4 Project Structure, subsection b.

b) **Marketing, promotion, distribution.** List all marketing and promotional materials to be used and costs for each item.

c) **Tracking and reporting on participants to the ministry at the 3 month, 6 month and 1 year post-program completion milestones.** Collection and storage of participant profile information. Specify.

d) **Office supplies.** Specify.

e) **Instructional supplies.** Specify.

f) **Textbooks.** Specify items and cost per student. Indicate whether textbooks are a one-time project cost or not (i.e. whether texts will be used for potential future offerings).

g) **Tool Kits.** Specify cost per student. Indicate whether tool kits are a one-time project cost or not (i.e. whether kits will be used for potential future offerings).

h) **Safety equipment.** Specify equipment items and cost per student. Indicate whether safety equipment is a one-time project cost or whether the equipment will also be used for potential future training offerings.

i) **Travel.** Specify number of monitoring site visits, estimated kilometres and rate. Specify any other type of travel required, estimated kilometres and rate.

j) **Level 1 Apprenticeship In-School Curriculum Standards.** Specify number of training days x number of participants x per diem.

k) **Wage Subsidy,** if applicable. Wage Subsidies may not exceed $1,950 per participant. Specify amount and number of participants.
l) Overhead costs. Items may include office space, general maintenance, utilities, and telephone/fax. Specify number of weeks and cost per week per item.

m) Audit Costs. All projects totalling $100,000 and over (the combined value of all projects with one proponent under this contract) will be required to submit a final detailed accounting statement that has been independently audited within 90 days of project completion.

n) Other Costs. Full disclosure of other costs charged to the project is required. Overhead costs, office and instructional supplies during the Level 1 Apprenticeship In-School Curriculum Standards are covered under the Level 1 per diem and are not to be included.

All costs must be directly associated with the Pre-Apprenticeship Training Program project and must not be funded by any other government source.

The following expenses are not eligible:
- Employer wage costs for participants’ training
- Training allowances for students
- Capital costs including the purchase of land and equipment
- HST

2.4 Proposal Evaluation

The objective of the evaluation process is for the ministry to select proponents with the best proposal submissions in a manner that is consistent with the following principles: fair, defensible, transparent and well documented. The ministry will establish an Evaluation Team to complete the evaluation using prescribed steps in order to ensure the above-listed principles are met for the evaluation of each proposal submission.

In order to receive full consideration during evaluation, the submitted response must provide a clear and detailed response to all sections and questions listed in the Response Template (Section 3).

The evaluation process will include two stages:

**Stage 1:** A review to identify compliance with the Mandatory Program Elements listed in Section 1.5.1. Proposals that do not comply will be disqualified.

**Stage 2:** Will include, but is not limited to, a comprehensive assessment of the following:
- Proposal outline including mandatory program elements and relevant additional program elements as listed in Section 1.5.2
- Budget estimates with line item rationale
- Experience (includes all elements listed in Section 3.3 and 3.4)
- Quality of partnerships
- Geographical location
- Project Need/Participant Need
• Success rates of previous Pre-Apprenticeship Training Program offerings and demonstrated ability to successfully deliver training
• Projected completion and post-completion rates

Priority will be given to proposals that:
• Fill local pre-apprenticeship training needs for trades experiencing a skills shortage or those for which there is a high demand in their local area
• Demonstrate effective and innovative exposure to a principal trade and one or more related secondary trades
• Indicate a commitment from employers to provide work placements for training and to hire program participants as apprentices
• Include partnerships that will effectively support project delivery
• Serve specific client groups and support clients lacking minimum academic entry requirements
• Outline appropriate and reasonable costs
• Maximize use of existing local services and enhanced service coordination at a local level
• Serve an identified high skilled trade demand
• Demonstrate project success and compliance with reporting requirements from previous Pre-Apprenticeship projects.

Note: Formal support, i.e. letters, from elected officials will not be considered during the evaluation process.

All proponents will be contacted at the conclusion of the evaluation process.

2.5 Ownership of Proposals

All responses submitted to the Ministry become the property of the Ministry. They will be received and held in confidence by the Province, subject to the provisions of the FIPPA.

2.6 Accessibility Considerations

If appropriate to the project, successful proponents are responsible for ensuring that their facilities are accessible to persons with disabilities, and that they are in compliance with all applicable federal, provincial and municipal statutes and codes.

2.7 Collection and Use of Personal Information

Proponents are solely responsible for familiarizing themselves, and ensuring that they comply, with the laws applicable to the collection and dissemination of personal information, including resumes and other information concerning employees of the proponents or other collaborators. If this CFP requires proponents to provide the ministry with personal information of employees who have been included as resources in response to this CFP, proponents will ensure that they have obtained written consent from each of those employees before forwarding such personal information to the ministry. Such written consents are to specify that the personal information may be forwarded to the ministry for the purpose of responding to this CFP and use by the
ministry for the purposes set out in the CFP. The ministry may, at any time, request the original consents or copies of the original consents from proponents, and upon such request being made, proponents will immediately supply such originals or copies to the ministry.

2.8 French Language Services

The Ontario French Language Services (FLS) Act requires access to services in French at identified service provider locations in designated areas. In accordance with the Act, LEPCs shall make available, in both official languages, all publications, reports, marketing materials available in print form and/or online or any additional documentation intended for public use.

Additional information on the Ontario French Language Services Act is available on the OFA website.

2.9 Visual Identity and Communications

All projects must comply with the Visual Identity and Communications Guidelines for Employment Ontario Service Providers, which may be amended from time to time at the sole discretion of the Ministry, available on the Employment Ontario Partners' Gateway web site.

2.10 Prohibited communications

Proponents must communicate only through the channels set out in this CFP, and should not communicate directly or indirectly with the Ministry about the project described in this CFP or otherwise, in respect of the CFP.

2.11 Negotiation of Agreement

This CFP is not an agreement to purchase goods or services. The Ministry is not bound to enter into an Agreement with any proponent. Proposals will be assessed in light of the evaluation criteria. Notice in writing to a proponent that it has been identified as a successful proponent and the subsequent full execution of a written Agreement will constitute an Agreement for the goods and services.

2.12 Conflict of Interest

Each proponent must declare whether it has an actual or potential Conflict of Interest. If, at the sole and absolute discretion of the ministry, the proponent is found to be in a Conflict of Interest, the ministry may, in addition to any other remedies available at law or in equity, disqualify the response submitted by the proponent.

The proponent, by submitting the response, warrants that to its best knowledge and belief no actual or potential Conflict of Interest exists with respect to the submission of the response or fulfilment of the contemplated agreement. Where the ministry discovers a proponent’s failure to disclose all actual or potential Conflicts of Interest, the
ministry may disqualify the proponent or terminate any agreement awarded to that proponent pursuant to this CFP process.

2.13 Performance Management

The successful proponent will be subject to performance management of its project(s), expenditures and reports by the Ministry as set out in the signed agreement, to determine how effectively the successful proponent is meeting the agreement requirements. The overall success of the project will be determined through ongoing year-round monitoring, submission of reports and completion of risk assessment(s) if necessary.
3 RESPONSE TEMPLATE

3.1 Instructions

The following format and sequence should be followed to ensure that each response receives full consideration.

Each response must meet all the eligibility requirements in the Call for Proposals to be considered for funding.

Only email submissions will be accepted. Please do not submit hard copy proposals. Proponents must submit an electronic copy of each proposal as a PDF document. Please do not submit multiple letters/attachments. Please compress all documents into one PDF per proposal submission.

Send proposal submissions to the Region that the lead organization is located. Please submit to only ONE email address as listed below:

Central Region: CentralRegionApprenticeship@ontario.ca
Eastern Region: EastRPU@ontario.ca
Northern Region: MTCUNorthernRegion@ontario.ca
Western Region: mtcuwesternregion@ontario.ca

Each proponent can submit a maximum of three (3) proposals.

All electronic submissions must be received by no later than 4:00 p.m. on Friday, July 12, 2019.

Proposals must include a Table of Contents and all pages must be numbered. If the same project is to be offered in more than one location, a separate budget must be submitted for each location.

All letters of support must accompany proposals. Letters of support will not be accepted after the closing date.

NOTE: The Ministry of Training, Colleges and Universities is subject to the Freedom of Information and Protection of Privacy Act. Any information submitted in confidence should be clearly marked.

3.2 Proposal Template

All proposals must include all elements included in this section. Proponents are requested to use the same order and headings in proposal submissions as listed below.

a. Name of Organization

b. Partnering Organization(s)
c. Primary Trade and Trade Code; Secondary Trade(s) and Trade Code(s)

d. Number of Projected Participants

e. City/Town of Project Location (site where training will be delivered)

f. Project Need

Demonstration of project need in targeted geographical location. This should be a demonstration of both participant and employer demand. Sources for employer demand may include a letter from the industry association confirming industry’s ability to fill work placements, support letters from unions and letters from individual local employers indicating support for the project.

See section j for further details regarding employer support letters.

g. Participant Need

Description of client groups to be served and how the project will meet these specific needs. For example, projects targeted to women may reference how training will be gender-sensitive.

h. Project Components

i. Description of participant recruitment strategy, including marketing and promotion activities.

ii. Description of participant assessment and selection plan. Please note any eligibility requirements that must be met by participants (e.g. Grade 12 diploma).

iii. Sequential description of each project component. Include all non-training (e.g. curriculum development) and training components. Proponents are requested to indicate any components to be delivered concurrently. All components must include durations. Training components must include a description of course curriculum. The Level 1 In-School Apprenticeship Curriculum Standards (Level 1), trade safety training and work placements must range from 8-12 weeks in total.

Curriculum for Level 1 need not be included provided no modifications are to be made. If Level 1 is to be expanded or modified to accommodate participant need, Level 1 curriculum must be provided with details of where modification or expansion is anticipated to occur. Where Level 1 is to be expanded, the ministry’s expectation is that more hours be devoted to the practical components.

If academic upgrading is to be included, proposals must cite the academic entry requirement or equivalency to be attained by participants (e.g. General Education Diploma, Ontario Basic Skills IV etc.) and a description of how this will be achieved.

Note: Proponents will be required to submit a full work plan with training dates upon ministry request.
i. Work Placement and Apprenticeship Registration

i. Proponents must indicate whether wage subsidies will be requested through other government sources (e.g. Employment Ontario).

ii. Description of steps that have been and will be taken to secure employer support and fill work placements (refer to j). Strategy to be employed to secure further employer support for registering apprentices.

iii. Description of how the proponent will involve employers in the design and implementation of the work placement component.

iv. Description of how participants will be monitored and supported during their work placement.

j. Letters of Support

One of the primary goals of the Pre-Apprenticeship Training Program is to increase the number of participants to the apprenticeship program while addressing skilled trade shortages. Employers have an active role to play in achieving this goal. Letters of support should clearly indicate the extent to which employers will be involved in the project. Examples of the extent of employer support include:

• Participation during the selection and assessment phase.
• Involvement during the program (e.g. as guest speaker, offering site tours, participation on a program committee etc.).
• Recognition that the trade is in demand and is facing or will be facing critical shortages.
• Interest/commitment to hiring participants for the work placement.
• Interest/commitment to registering participants as apprentices.

The ministry encourages all levels of employer participation. However, given the program objectives of addressing skilled trade shortages, ideally, all letters should include employer recognition that the trade is in demand or is anticipating facing skilled trade shortages and state their commitment to provide work placements and register apprentices. The intent of the program is to increase the number of entrants to apprenticeship programs. As such, employer letters should ultimately demonstrate a strong commitment to providing participants with work placements and hiring apprentices.

Proponents may refer to section 3.8 for an employer support letter template.

k. Ministry of Training, Colleges and Universities (TCU) Local Office Involvement

Outline how the local MTCU local Office will be involved during the course of the project. Plans should be discussed with the local office prior to proposal submission.
I. Retention Rates and Strategies

All proposals must include a completed Pre-Apprenticeship Training Program Tracking Form (refer to section 3.5).

i. Indicate the projected program completion rate provided in the program tracking form. Successful completion (graduation) includes successful completion of all mandatory program elements listed in section 1.2 (a). If the projected program completion rate is less than 75% of program participants, proponents are required to provide a rationale for the projected program completion rate.

ii. The ministry’s expectation is that 60% of program participants will become registered apprentices, gain employment in the sector or enter related post-secondary training. Indicate the projected post-program completion rate provided in the program tracking form. If the projected post-program completion rate is less than the 60% noted above, proponents are required to provide a rationale for the projected post-program completion rate.

iii. Outline the strategies that will be employed to ensure the minimum 75% program completion rate or the projected program completion rate of project participants will be attained.

iv. Outline the strategies that will be employed to ensure the minimum 60% post-program completion rate or the projected post-program completion rate of participants who become registered apprentices, gain employment in the sector or enter related post-secondary training.

v. Indicate the retention rate for any previous MTCU Pre-Apprenticeship Training Program offerings. If the retention rate was less than the required 75% completion rate and 60% post-completion rate, outline the strategies to be employed to reach the required retention rate in this project if it were to be approved for funding.

m. Level 1 Apprenticeship In-School Curriculum Standards

i. If the proponent is not an approved Training Delivery Agent (TDA) with current approval to deliver in the trade, a letter of commitment to deliver the Level 1 training must be provided from an approved TDA.

ii. Approved Training Delivery Agents are required to include a listing of current (approved and tentative) apprenticeship offerings in the trade for the fiscal year 2019-20.

3.3 Proponent / Partner Description

a. A brief description of the proponent and its partners. Include the history of the organization.

b. Description of how the proponent will maximize the use of existing local services e.g. local Employment Ontario office, LBS etc.
c. Evidence of expertise to deliver a pre-apprenticeship training project through a description of the relevant services the proponent and its partners have previously delivered and/or are currently delivering, with an emphasis on program delivery, student and employer recruitment and job monitoring.

d. Letter indicating commitment of participation from each partner. Partner letters must correspond to and confirm commitment to all activities outlined in the proposal.

Note: As approved training deliverers, evidence of experience delivering Level 1 Apprenticeship In-School Curriculum Standard is not required.

3.4 Project Structure

a. Description of the roles and responsibilities of the proponent and its partners involved in delivering the project.

b. Description of project team structure. Names, project titles, roles and responsibilities and qualifications of project team members are to be included.
### 3.5 Program Tracking Form

Instructions for Training Organizations

1. Indicate the number of participants projected to complete each milestone.

2. Projections are not required where N/A is indicated.

3. Completion of all other columns is only required for approved projects at given intervals.

#### Pre-Apprenticeship Training Program Tracking Form 2019-20

**Name of Organization:**

**Primary Trade:**

**Secondary Trade(s):**

<table>
<thead>
<tr>
<th>Milestones</th>
<th>Initial (one-month)</th>
<th>Interim</th>
<th>Final</th>
<th>6 month post program completion</th>
<th>1 year post program completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Commencement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of participants who start training</td>
<td></td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants enrolled in program as of 10th day of training</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Program Outcomes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of participants who begin work placement</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who successfully complete work placement</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who meet minimum academic entry requirement for the trade upon completion of the program</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who do not meet minimum academic entry requirement for the trade upon completion of the program</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Program Completion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milestones</td>
<td>Initial (one-month)</td>
<td>Interim</td>
<td>Final</td>
<td>6 month post program completion</td>
<td>1 year post program completion</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>---------</td>
<td>---------</td>
<td>-------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td># of participants who graduate (Participants successfully complete all mandatory program elements including Level 1 (or related apprenticeship training), minimum academic entry requirement for the trade, safety training, work placement)</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who complete the program (may not have completed all mandatory requirements)</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who exit the program prior to completion</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Post-Program Outcomes of Participants Who Graduate**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># of participants who secure registered apprenticeships in sector</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who secure skilled employment within sector (non-registered)</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who enter related post-secondary training</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who secure registered apprenticeships in other sector</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who secure skilled employment in other sector (non-registered)</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who enter post-secondary training in other fields/sectors</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Other - Please explain</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Post-Program Outcomes of Participants Who Did Not Successfully Complete the Program**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td># of participants who secure registered apprenticeships in sector</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who secure skilled employment within sector (non-registered)</td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Milestones</td>
<td>Initial (one-month)</td>
<td>Interim</td>
<td>Final</td>
<td>6 month post program completion</td>
<td>1 year post program completion</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>---------</td>
<td>-------------------------------------------</td>
<td>---------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td># of participants who enter related post-secondary training</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who secure registered apprenticeships in other sector</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who secure skilled employment in other sector (non-registered)</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td># of participants who enter post-secondary training in other fields/sectors</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Unknown</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Other - Please explain</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>TOTAL</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>*TOTAL (add subtotals provided in both post-program outcome sections)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
3.6 Budget Template

Refer to Section 2.3 Project Budget for acceptable line item rationale

Part A: Staff Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Project Staff Title</th>
<th>Roles and Responsibilities</th>
<th># of days</th>
<th># of hours</th>
<th>Hourly Rate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAFFING</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Staff (e.g.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Coordinator,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Upgrading</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructor, Clerical</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SUB-TOTAL

Part B: Project Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th># of Participants</th>
<th>Unit Cost</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing, Promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructional Supplies (Non-Level 1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Text Books</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tool Kits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety Equipment (for work placement)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel (Specify # of site visits, other travel involved)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 1 Apprenticeship</td>
<td>In-School Curriculum Standards</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Note: Not to exceed 2019-20 per</td>
<td>diem of $73.09 per student)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wage Subsidy (Note: Not to exceed</td>
<td>$162.50/week per paid placement to a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$1950 per participant)</td>
<td>maximum of $1950 per participant)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Item</td>
<td>Description</td>
<td># of Participants</td>
<td>Unit Cost</td>
<td>Total</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>-----------</td>
<td>-------</td>
</tr>
<tr>
<td>Overhead (office/classroom space, general maintenance, utilities, telephone/fax. - Non-Level 1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SUB-TOTAL

TOTAL (Part A plus Part B)

Signature________________________________________

Date_____________________________________________
3.7 Project Contact List

Lead Organization
Mailing Address
City
Province
Postal Code

Contact Name for clarification/negotiation of proposals

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>Contact Information</th>
<th>Secondary Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Title</td>
<td>Address</td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Province</td>
<td>Telephone #</td>
</tr>
</tbody>
</table>

Contact Name for contractual purposes in event of award (if different than above). This person will be the day-to-day contact for the project.

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>Contact Information</th>
<th>Secondary Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Address</td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Province</td>
<td>Telephone #</td>
</tr>
</tbody>
</table>

Legal Signing Authority Name
Title

Registrar (This name will be given to Employment Ontario and MTCU Local Offices for client inquiries)

| Name | Position Title | Phone Fax # | E-mail address |
Employer Registrar (This name will be given to Employment Ontario and MTCU Local Offices for employer inquiries who may want to take on a participant)

Name
Position Title
Phone
Fax #
E-mail address

Media Contact (In the event of award, this name may be given upon media inquiries)

Name
Position Title
Phone
Fax #
E-mail address
3.8 Employer Support Letter Template

The Government of Ontario has committed to increasing the number of entrants to the apprenticeship program to address skilled trade shortages and provide employers with the skills they are seeking in apprentices. The Pre-Apprenticeship Training Program is one of the initiatives developed in support of this goal. Programs may include the Level 1 Apprenticeship In-School Curriculum Standards, safety training and a work placement.

_________________________ is submitting a proposal to the Ministry of Training, Colleges and Universities in the trade of _________________________ for consideration.

The program is expected to begin in ______________ with students available for employment in ______________.

We require your support of our pre-apprenticeship program and are therefore asking you to consider supporting the program by participating in the program, particularly by providing a work placement and hiring one or more apprentices. If you are interested in supporting and participating in this project, please complete the following information.

Our company acknowledges that the ______________ industry is facing critical skilled shortages and is interested in participating in this program by: (check all that apply)

☐ Assisting in the selection of participants.
☐ Hosting a tour or field trip for the students.
☐ Addressing the class as a Guest Speaker.
☐ Providing a paid work placement for _____ participants
☐ Providing employment beyond the work placement term for ____ participants
☐ Hiring _____ apprentices
☐ Other______________________________________________________________

Additional Comments:

Company:

Address:

City/Province/Postal Code:

Phone:

Fax:

Representing Trade/s
3.9 Proposal Submission Checklist

Please ensure that all elements of each item are included.

☐ Project Proposal Outline
☐ Proponent/Partner Description
☐ Project Structure
☐ Program Tracking Form
☐ Budget Template
☐ Project Contact List
☐ Electronic copy submitted to the mailbox for your region (see Section 3.1)
☐ Signed letter of commitment of participation from partners, if applicable
☐ Signed letter of commitment to deliver Level 1 if proponent is not TDA, if applicable
☐ List of current (approved and tentative) apprenticeship offerings in the trade for the fiscal year 2019-20, if applicable
☐ Submission Checklist completed and signed by a senior signing authority

In signing below, the proponent certifies that the information given in support of this application is true, correct and complete in every respect.

Print Name____________________ Signature____________________________
Title_________________________ Date________________________________
Representing_____________________________________________________
(Proponent Name)
3.10 Eligible Costs Covered By the Level 1 Per Diem

Please note the per diem applies only to Level 1 Apprenticeship In-School Curriculum Standards of the Pre-Apprenticeship Training Program.

DIRECT LEVEL 1 TRAINING COURSE COSTS

1. An amount in respect of the salaries paid to instructors, teachers and their assistants in terms of equivalent hourly compensation for time actually engaged in the provision of Level 1 training course.

2. An amount in respect of the employer’s share of payments for supplementary benefits paid under the terms of employment for those persons described in paragraph 1 above; such amount to be proportionate to the time actually engaged in the provision of the Level 1 training course.

3. The cost of schoolroom supplies, material and tools, textbooks, films, other teaching and training aids furnished for the use by, or instruction of, course participants, and purchased teaching services.

4. The proportional cost of rentals paid for premises and for machinery and equipment used specifically for the Level 1 training course.

5. The proportion of travelling expenses incurred by instructors and teachers while engaged in their duties related to the Level 1 training course.

6. A proportional amount in respect of the maintenance and repair costs for machinery and equipment used for Level 1 training, based on the actual use made of such machinery and equipment for the Level 1 training course in relation to its overall use.

7. A proportional amount for the cost of maintaining comprehensive general liability insurance of at least $2,000,000.

8. Such other expenses, not described in 1 to 7 above, as are wholly attributable to the operation of the Level 1 training course, and are approved in writing by the Ministry of Training, Colleges and Universities.

INSTITUTIONAL OVERHEAD COSTS

9. An amount in respect of other expenses not falling in the category of Direct Level 1 Training Course Costs but incurred at, or in support of, a training centre conducting Level 1 training courses. Without restricting the generality of the foregoing, these expenses may include:

   a. The salaries paid to executive, office and maintenance staff.

   b. The employer’s share in respect of supplementary benefits paid under the terms of employment for those persons described in paragraph (a), including dues, subscriptions and staff employment expenses.
c. Travelling and vehicle expenses incurred by executive and other staff officers while engaged in their duties related to the training centre.
d. The costs of light, heat, power, water, cleaning supplies, building maintenance, office supplies and telephone service incurred in the operation of the training centre; also postal and courier services, security services, grounds maintenance, building insurance and data processing services.