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Business Plan



Program	Local Boards Status	Submitted
Effective Date	01/04/2023 End Date	31/03/2024
TP Accountability Office	Owen Sound Employment Training Consultant	Kimberley De Miranda
Due Date	13/01/2023 Closure Reason	

Service Delivery Site Profile

Site	4823A	Site Business Name	Four County Labour Market Planning Board - Bruce, Grey, Huron, Perth
Service Provider	FOUR COUNTY LABOUR MARKET PLANNING BOARD	EO Self Service Notification Email	
Preferred Language	English	Designated Francophone	No

General Instructions

Please complete and submit this business plan by 11:59 p.m. on January 13, 2023.

The business planning process allows for a dialogue between the ministry and Local Boards which covers:

- How Local Boards achieve their planned projects within their allocation for the upcoming fiscal year;
- How emerging local and/or regional labour market conditions may impact their projects; and
- How continuous improvement strategies are developed and tracked.

To support the completion of this business plan, you may access program and/or site-specific resources:

1. Program guidelines, if applicable, available on the Employment Ontario Partners' Gateway.
2. Your current Ontario Transfer Payment Agreement(s) (OTPA) available in Employment Ontario Information System – Service Provider Connect (EOIS-SP Connect).
3. Year-To-Date (YTD) activity and financial reports submitted via EOIS-SP Connect.
4. Other performance reports available at EOIS-Case Management System (EOIS-CaMS) Reporting

Instructions to access your OTPA(s) and activity and financial reports are available in the EOIS-SP Connect Service Provider User Guide. To access this guide:

- Log into myEOIS;
- Under the Resources menu, select Guides; and
- Under the Guides menu, select SP Connect.

A business plan must be completed for each Local Board.

Continuous Improvement

1. Based on the Continuous Improvement Performance Measurement System (CIPMS) results, please outline successes and improvement strategies for your Local Board. *

2322 characters remaining.

Understanding Results and Causes

Strength Identified in the Current Fiscal Year

2. Based on the analysis of your Local Board's YTD CIPMS results, what do you consider to be a strength? Please describe activities your Local Board undertook that contributed to the achievement of this strength, and how it will continue to be maintained. *

3067 characters remaining.

Area for Development in the Upcoming Fiscal Year

3. Based on the analysis of this Local Board's YTD CIPMS results, what would you consider to be an area for development? Please describe the activities your Local Board will undertake to improve this identified developmental area in the upcoming fiscal year. *

2657 characters remaining.

Satisfaction Rating

4. Indicate the estimated satisfaction rating from CIPMS surveys for the upcoming fiscal year (%): *

85

5. How has your Local Board used Employment Ontario (EO) program data to boost its local planning efforts? How has your Local Board used other sources of data (such as Statistics Canada) to inform and/or adjust your performance commitments? *

2703 characters remaining.

Strategic Priorities

The priority for local planning is to continue to develop effective tools and resources at the local level that support the ministry's strategic directions. The following key priorities should be reflected in your business plan:

1. Ensure access to accurate, timely and relevant local labour market information as the basis for evidence-based analysis and community planning.
2. Engage employers to help identify skill gaps, employment opportunities, training needs and other "demand side" labour market issues and highlight EO programs that can help address "demand side" needs. Examples of "demand side" programs are the Canada-Ontario Job Grant and Apprenticeship.
3. Using EO program data and other "supply side" information as evidence, support greater insight into barriers to employment and stronger linkages among employment services through partnership activities that focus on local workforce development needs.

Local Boards will include details below to draw the relationship between the three ministry strategic priorities and the Local Board project deliverables.

Partnership Commitment

Please include the number of partnership projects that your Local Board expects to complete in the upcoming fiscal year.

Program Indicator	Commitment
Number of Partnership Projects	4

Project Deliverables

Complete the deliverables template below with your Local Board planned activities, outcomes, timelines, estimated budget and quarterly milestones for achieving the deliverables. Please keep your descriptions succinct, as there is a 500 character maximum for each template field.

Local Boards are required to provide an estimated expenditure for each of the required deliverables. The estimated budget will not necessarily total the amount of annual funding that the Local Boards will receive, nor will the Local Board deliverables be monitored against the estimated budget. The purpose of this section is for the ministry to analyze the estimated cost of each individual deliverable and partnership project. Estimated expenditures should include all costs, including direct project expenses, staff, overhead, etc.

Additionally, Local Boards are asked to outline quarterly milestones for each of their deliverables in order to identify the key steps to completing each of the deliverables.

Local Labour Market Planning (LLMP) Update Report

This product supports the first strategic priority, LLMP. It will include an interpretation of supply and demand labour market information, a process of consultations with local stakeholders, service providers and employers, and development of an action plan with a three-year outlook. This report will include new and emerging actions as well as a brief update on actions noted in your Local Board's previous plan.

Instructions: Use the table below to briefly describe your plans to complete this deliverable. The milestones for the upcoming fiscal year should focus on:

- a. An update of the base indicators (as outlined in the Operating and reporting Requirement document) and an interpretation of local employment and workforces changes.
- b. Information about labour market demand in your area (i.e., skills gaps and shortages, industry training needs etc.) obtained through the use of data, local intelligence, and other relevant inputs; and in consultation with your local employers.
- c. Information and planning needs of the local EO network, as well as broader support services in your community, including in your report an overview and analysis of local aggregate EO program/client data provided by the ministry.

Partnership Projects

In the description of your proposed partnerships, please focus on the following:

- a. Description of partnership activity.
- b. The rationale for why this is a priority in your area.
- c. Timelines of the partnership – start date and completion date.
- d. Estimated expenditure.
- e. Partners expected to be involved.
- f. Expected results/outcomes of the partnership.
- g. Key quarterly milestones.
- h. For multi-year partnerships: project phases and corresponding annual outcomes of proposed partnership(s) that cross fiscal years.
- i. How and when you will measure the outcome of the partnership.

Please note the following criteria for implementing partnerships:

- a. The project must be led or co-led by the Local Board.
- b. Fifty percent (50%) of the partnerships must engage employers.
- c. Partnerships should address issues identified during the local labour market planning process.
- d. Partnerships should align with and support EO priorities.
- e. Partnerships should involve EO service providers, were relevant and appropriate.

To be eligible for approval, Local Board partnership activities must address a local labour market issue or gap, supported by evidence and identified as a priority by community partners, under one or a combination of the following categories:

- a. Local economic development - advancing local economic development and employer priorities with a focus on the labour market.
- b. Human resource planning – working with employers to identify and meet their employment and skills needs.
- c. Employment Ontario – working with the ministry to engage and support the local EO service provider network.
- d. Regional and/or local priorities considerations - including where possible regional and local ministry strategic priorities.
- e. Partnerships – where at least two or more parties with compatible goals form an agreement to advance the local labour market.

Partnership Projects: Employer Engagement

This type of partnership project supports the second strategic priority, Employer Engagement.

Instructions: Please outline a minimum of one (1) activity that supports this strategic priority. Organizations should only complete three (3) deliverables for this partnership project type if your Local Board is proposing to undertake six (6) partnership projects under the Agreement with the ministry in the upcoming fiscal year.

Partnership Projects: Workforce Development

This type of partnership project supports the third strategic priority, Workforce Development.

Instructions: Please outline a minimum of one (1) activity that supports this strategic priority. Organizations should only complete three (3) deliverables for this partnership project type if your board is proposing to undertake six (6) partnership projects under the Agreement with the ministry in the upcoming fiscal year.

Special Project Fund (SPF) – if applicable

If applicable, please complete the deliverable section for Special Project Funding outlining the SPF activities, timelines, cost, outcomes and key milestones.

A SPF must meet all the following requirements:

- a. Project idea and potential costs must be discussed ahead of time with the ministry.
- b. Project idea and planned outcomes must respond to a need that benefits the Local Board network as a whole.
- c. Project must include an evaluation component.
- d. Project must be completed within the fiscal year in which it is being funded unless otherwise approved by the ministry.

Instructions: Please provide a brief outline of the project that your Local Board will undertake, summarizing the purpose of the project, explaining the benefits of the activity to the Local Board network, verifying the ministry’s prior approval for the initiative, start and completion dates, project outcomes, estimated SPF budget (including staff time, overhead, etc.), and quarterly milestones.

Note: In the table below, the following two data fields, “Key Partners” and “Why is this issue a priority in your area?”, will be used for informational purposes on the Business Plan and will not

populate in Schedule "G" of the transfer payment agreement.

Select the plus sign at the bottom of the table to add additional tables as required.

Type

Deliverable

Performance Measure

Start Date	Completion Date	Estimated Expenditure from Budget
01/04/2023	23/02/2024	75000

Expected Outcome

Q1 Milestone

Q2 Milestone

Q3 Milestone

Q4 Milestone

Type

Deliverable

Performance Measure

Why is this issue a priority in your area?

Start Date	Completion Date	Estimated Expenditure from Budget
01/04/2023	29/03/2024	70000

Key Partners

Expected Outcome

Q1 Milestone

Q2 Milestone

Q3 Milestone

Q4 Milestone

Type

Deliverable

Performance Measure

Why is this issue a priority in your area?

Start Date	Completion Date	Estimated Expenditure from Budget
01/04/2023	29/03/2024	75000

Key Partners

Expected Outcome

Q1 Milestone

Q2 Milestone

Q3 Milestone

Q4 Milestone

Type

Deliverable

Performance Measure

Why is this issue a priority in your area?

Start Date	Completion Date	Estimated Expenditure from Budget
01/04/2023	29/03/2024	60000

Key Partners

Expected Outcome

Q1 Milestone

Q2 Milestone

Q3 Milestone

Q4 Milestone

Type

Deliverable

Performance Measure

Why is this issue a priority in your area?

Start Date	Completion Date	Estimated Expenditure from Budget
01/04/2023	29/03/2024	2500

Key Partners

Expected Outcome

Q1 Milestone

Q2 Milestone

Q3 Milestone

Q4 Milestone

Ministry of Labour, Immigration, Training and Skills Development (MLITSD) is committed to providing accessible content on our Employment Ontario Information Systems.

If you experience difficulty accessing web pages and/or reports, please contact the Employment Ontario Contact Centre at contactEO@ontario.ca or 1-800-387-5656.

Continuous Improvement

1. Based on the Continuous Improvement Performance Measurement System (CIPMS) results, please outline successes and improvement strategies for your Local Board. 4000 characters*

FCLMPB continues to be the go-to organization for evidence based labour market information and view staff as having a strong voice and representation in the region. We will continue to produce quality labour market research projects and provide data as requested to our local stakeholders. Through our presence at various meetings, conferences and events we strengthen our community involvement and share our workforce research knowledge and gain valuable insight into the challenges and opportunities that lie ahead as future projects. Staff continue to grow their skills in identifying available labour market data sources as identified throughout this process and we strive to find ways to better interact with stakeholders as we move forward towards a sustainable workforce for the Stratford-Bruce Peninsula economic region.

We continue to strive for 85% or more on all projects, reports and deliverables and continually look at ways we can collect and measure feedback from our stakeholders. In 2021-22 we produced valuable labour market insight through projects such as Business Counts Report, Precarious Living Series, Covid Impact on Women and the 2022 Local Labour Market Plan. In 2022-23 we were able to engage in meaningful partnerships with local groups and organizations such as the Quill Network, Local economic development offices, Employment Ontario Service Providers, Ontario Works offices as well as the newly formed Service System Master (SSM). By engaging with employers and job seekers in projects such as the Retreated Worker Survey and the EmployerOne Survey we are gaining valuable insight into local issues to share with our stakeholders.

Understanding Results and Causes

Strength Identified in the Current Fiscal Year

2. Based on the analysis of your Local Board's YTD CIPMS results, what do you consider to be a strength? Please describe activities your Local Board undertook that contributed to the achievement of this strength, and how it will continue to be maintained. *4000 characters remaining.

A strength of the Local Board is responding to requests for Local Labour Market Information from our community as a source for local LMI. To achieve this we have invested time in finding the right tools to ensure we get the most relevant and up-to-date information for our region. We use several sources of information including the tools developed within the connect2jobs platform. We are working closely with other local boards and data consultants to ensure that we are sharing knowledge of available databases and working together to find efficiencies in purchasing data where necessary drilling down to the municipal level where possible. We continue to work closely with other local organizations who have additional community data to find ways they can be shared more efficiently and accessed by a wider range of stakeholders; this includes projects such as BGDISC as an open source of data to all stakeholders to access.

Area for Development in the Upcoming Fiscal Year

3. Based on the analysis of this Local Board's YTD CIPMS results, what would you consider to be an area for development? Please describe the activities your Local Board will undertake to improve this identified developmental area in the upcoming fiscal year. * 4000 characters remaining.

In order to increase awareness of the local tools and monthly reports made available by the FCLMPB we are focused on continually improving and growing our social media channels, websites and other marketing tools such as Mail Chimp to gain awareness across a large geographic area of who our stakeholders are an engaging them in finding solutions to the local labour market issues. This increases our audiences and community presence as a resource for local LMI and allows us to reach unknown or broken contacts as the Labour market landscape is continually changing. By reviewing project feedback in the surveys collected we are able to understand what stakeholders would like to see improved such as including more detail of where and how the data was collected for validation when being used to support stakeholder initiatives and funding applications. We will continue to include a variety of ways to present the data such as use of videos, infographics, summaries for takeaways and tables to improve the understanding of the data across different learning preferences and levels of knowledge with organizations and stakeholders. We are also looking at ways we can improve on how and where we collect feedback for our reports as well as testimonials from our stakeholders that will showcase our successes and areas of improvements.

Satisfaction Rating

4. Indicate the estimated satisfaction rating from CIPMS surveys for the upcoming fiscal year(%): *

85% Satisfaction

5. How has your Local Board used Employment Ontario (EO) program data to boost its local planning efforts? How has your Local Board used other sources of data (such as Statistics Canada) to inform and/or adjust your performance commitments? *4000 characters remaining.

The organization provides a section in the LLMP report featuring the EO Data ensuring that all our stakeholders are using the most up-to-date information when planning and making decisions. Consultations with EO Service Providers and newly formed SSM ensure the local intelligence it provides is relevant and shows the true status and growth opportunities.

Canadian Business Counts, Census, EmployerOne Survey, Employment Ontario Program Data, Job Vacancy and Wage Survey, Labour Force Survey, and Taxfiler continue to be the main sources of FCLMPB's LMI for delivery and planning of annual projects. Other data sources that are produced on monthly or as needed basis include our unemployment rate media releases, job demand reports, and custom data tables as requested by our stakeholders. We continue to work closely with all stakeholders as listed in our LLMP recommendations section by attending networking or committee meetings and events on a monthly, quarterly or annual basis. We rely on this data and the feedback we receive from our partners and stakeholders to produce quality and relevant data that will address the needs for a sustainable workforce for the region. We continually look at ways we can improve on our internal training and networking in order to meet this goal.

1 LLMP, 3 Projects + 1 Special Project = \$282,500

Type: LLMP (Local Labour Market Plan)

Deliverable or Report Title: A comprehensive analysis of the local labour market highlighting any shift in trends around the demands in the labour market. Employee Survey data will be used to highlight any perspectives relevant to the discussion and direction of the information collected. In addition, Labour Force Survey and relevant job posting databases etc. will be used to narrate the story of the regional issues of the labour market. Stakeholder information on the report will form any action plans developed.

Deliverable Performance Measure: Report disseminated to counties (4); Service providers, Business associations, and additional stakeholders. Document will also be distributed via social media platforms

Why is this issue a priority in your area? With a low unemployment rate, an aging workforce and a high participation rate; analyzing the trends in the labour market is valuable data used by stakeholders to plan and strategize action plans for workforce development

Start Date: 01/04/2023 **Completion Date:** 23/02/2024

Estimated Expenditure from Budget: 75K

Key Partners: EO Service Providers, Literacy & Basic Skills, Educators and Trainers, Economic Development, and Community stakeholders, Employers and Industry Associations

Expected Outcome: Completion of the update Local Labour Market Plan report available in electronic and hard copy format in both official languages. It will be posted to the boards' website and presented to community stakeholders. This plan will be used to improve the understanding of the local labour market. It will be used to inform the development of community strategic plans and as evidence in organizational funding proposals.

Q1 Milestone - Identify all relevant LMI data from various sources. Analyze data to identify themes for the community labour market.

Q2 Milestone - Analyze Canadian Business Counts data and Migration data for inclusion in report. Gather stakeholder feedback. Draft report.

Q3 Milestone - Finalize report. Graphic Design. Translation.

Q4 Milestone - Distribution. Develop presentation. Create infographic for distribution. Submission to MLTSD in both official languages.

Type: Employer Engagement (1) – Partnership Commitment - Employment

Deliverable or Report Title: 2023 Employee Survey

Deliverable Performance Measure: Minimum of 800 Surveys completed for employees working in local employer establishments within Bruce, Grey, Huron and Perth

Why is this issue a priority in your area? Chronic labour shortages are the result of a historically low unemployment rate and record job vacancies. Four County employers point to a complete lack of applicants as a major challenge affecting their organization. Yet each year thousands of employees leave or lose their job in the Four County Region. Recent EmployerOne data revealed that employers identified “quits” as the main type of job separation they face. Of course, the pandemic forced some workers to retreat or re-evaluate their employment options. Further compounding the matter is the fact that the number of people not in the labour force hit a historic high in the Four County Region in 2022. Therefore, an Employee Survey that gathers information as to why people are choosing to leave their jobs and to what can be done to retain and encourage more people to return to the workforce is necessary. Research shows that when employees are satisfied in their jobs, they are more likely to stay, and one thing that leads to higher employee satisfaction is having flexibility in their work. The survey will explore various flexible work arrangements among other things.

Start Date: 01/04/2023 **Completion Date:** 29/03/2024

Estimated Expenditure from Budget: 70K

Key Partners: Employers, Industry Associations, Partners

Expected Outcome: A comprehensive report that outlines the needs of the current workforce to retain them in their current position that will support local employers in their attraction and retention strategy building

Q1 Milestone – Set up advisory committee, Create draft survey and timeline for survey launch

Q2 Milestone – Review final survey and marketing materials with advisory committee for launch, Launch Survey to local workforce

Q3 Milestone – Analyze findings and creation of draft report, Vet final report with advisory committee

Q4 Milestone – Release final report with survey findings to employers, partners and stakeholders

Type: Workforce Development (1) – Partnership Commitment - WD

Deliverable or Report Title: Understanding Workforce Attraction & Retention

Deliverable Performance Measure: Creation of a comprehensive report analyzing the demographics of the local workforce moving and in and out of Bruce, Grey, Huron and Perth regions. Delivered to (4) Counties list of stakeholders and posted online through FCLMPB channels and promoted through other partners and marketing efforts.

Why is this issue a priority in your area? The Stratford-Bruce Peninsula Region is facing a historically low unemployment rate; leaving a small pool of residents to fill an unprecedented number of vacant positions. Encouraging more residents to participate in the workforce has limited potential as participation rates in younger age groups such as those between the ages of 24 and 54 are already quite high and often exceed provincial rates. Furthermore, population aging reduces the number of people available for work. Unsurprisingly, older people are less likely to participate in the job market. As such, it is critical that Bruce, Grey, Huron and Perth counties are equipped to attract and retain residents, particularly people from younger age groups. While workforce attraction and retention is vital to the local supply of labour, it is not currently well measured or understood. The development of effective workforce attraction and retention strategies (to address labour shortages), hinges on a more thorough understanding of this topic.

Start Date: 01/04/2023 **Completion Date:** 29/03/2024

Estimated Expenditure from Budget: 75K

Key Partners: All stakeholders identified and listed in the LLMP annual reports; Economic Development organizations, Local Immigration partners, Employers, Employment Service Providers

Expected Outcome: A report that analyzes the movement of the workforce available in the Bruce, Grey, Huron and Perth regions by various economic indicators to better understand the workforce that is moving in and out within the Stratford-Bruce Peninsula region as a support tool when creating retention and attraction procedures and policies. Using a custom data tabulation from the newly released 2021 Census, the following characteristics will be measured for each of the four counties over the 2016 to 2021 period: the number of people who have moved to, or away from, each county, the number of movers in and out of each county who are in the labour force compared to those who are not in the labour force, the number of movers (in and out) by age cohort, the number of movers (in and out) by gender, the number of movers (in and out) by educational attainment, the number of movers in by region of origin, the numbers of movers out by region of destination

Q1 Milestone – Set up Advisory Committee and gather feedback for consideration

Q2 Milestone – Establish data sources required for analysis, Collect and compile data to be used in final report

Q3 Milestone – Review findings with Advisory Committee members, analyze data findings and create report content and graphics

Q4 Milestone – Distribute final report to partners and stakeholders and post on planning board website and social media channels

Type: Workforce Development (2)

Deliverable or Report Title: Skilled Trades Handbook

Deliverable Performance Measure: Handbooks distributed in both print and online versions for use by educators and trainers, and Employment Support Service Providers in Bruce, Grey, Huron and Perth as an educational and career planning resource

Why is this issue a priority in your area? Skilled trades are in high demand and make up a large portion of vacant jobs within the Stratford-Bruce Peninsula region. These positions on average offer higher wages and growth opportunities compared to other industries. In 2021, the National Occupation Classification (NOC) underwent a series of changes which better describe and explain the experience, education, responsibilities, and training associated with each occupation. An updated career handbook that includes these attributes will help students and job seekers explore careers/opportunities in the trades and help map out requirements and pathways associated with each occupation.

Start Date: 01/04/2023 **Completion Date:** 31/03/2024

Estimated Expenditure from Budget: 60K

Key Partners: School Boards, Educators and Trainers, OYAP Programs, EO Service Providers, Partners as appropriate - Avon Maitland District School Board, Technical Training Group, OYAP Program Coordinator

Expected Outcome: Provide an updated and relevant resource for teachers, and employment service providers to educate students and job seekers on the opportunities and skill sets required for career planning and encourage awareness of trade opportunities, linking them to local job postings and employers

Q1 Milestone – Establish guidelines and tasks for partners to update current handbook

Q2 Milestone - Review and update content and NOC codes in handbook to current trade standards

Q3 Milestone – Finalize graphics and layout for print of handbook

Q4 Milestone – Create order list for stakeholders and distribute updated handbook

Type: Special Project (1)

Deliverable or Report Title: Workforce Planning Ontario Website

Deliverable Performance Measure: Maintain the Workforce Planning Ontario website for the provincial network of Local Boards and Local Employment Planning Councils by updated links for LLMPs posted to the site and ensuring that all links to Local Boards and Local Employment Planning Councils are operational. Ensuring domains are purchased and hosting fees are in place to ensure the site is accessible and secure.

Why is this issue a priority in your area? This is important to showcase the work being done by local planning boards and creates an awareness of who is servicing each economic regions across the 26 boards for Ontario. This is a provincial priority as well as a priority for the local boards.

Start Date: 01/04/2023 **Completion Date:** 31/03/2024

Estimated Expenditure from Budget: \$2500

Key Partners: 26 Local Planning Boards of Ontario

Expected Outcome: An up to date and comprehensive website linking stakeholders to the information for all planning boards across Ontario. Showcasing their projects and LMI tools for each economic region.

Q1 Milestone – Review and assess website for broken links to websites, updating information as necessary

Q2 Milestone – Collect feedback from other planning boards as to required updates to content of website

Q3 Milestone – Make any necessary content updates as required to ensure website is functioning correctly

Q4 Milestone – Update links to LLMP's for each planning board and review changes required for future