

Special Board Meeting Agenda

Draft Vision: A skilled workforce with meaningful job opportunities and quality employment in a sustainable and prosperous economy.

Draft Mission: The Four County Labour Market Planning Board plans and promotes sustainable evidence based local labour market strategies.

Meeting Date	March 13, 2023	Meeting Location	Zoom – Calendar Link	
Start Time	5:30 pm	Finish Time	6:30 pm	
Chair	Karen Galbraith	Minute Taker	Dana Soucie	
Item No.	Agenda Item	Lead	Purpose	Est. Time
1.	Call to Order			
	a) Land Acknowledgement b) Quorum Call/Attendance c) Call for Conflict of Interest	Karen	Quorum Call to Order	5 min
	d) Contracts/Financials a. Core Agreement 2023-24 b. Budget Core 2023-24 c. Head Office Rental Agreement 202-24	Karen	Motion for Approval	20 mins
2.	e) Staff Hiring – Market Researcher/Data Analyst	Dana	Information	5 mins
3.	Adjournment	Next Meeting: March 21, 2023 – 5 to 7 pm		

ONTARIO TRANSFER PAYMENT AGREEMENT
Local Boards

THE AGREEMENT is effective as of April 01, 2023

BETWEEN :

His Majesty the King in right of Ontario
as represented by the Minister of Labour, Immigration, Training and
Skills Development

(the "Province")

- and -

FOUR COUNTY LABOUR MARKET PLANNING BOARD

(the "Recipient")

CONSIDERATION

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

1.0 ENTIRE AGREEMENT

1.1 Schedules to the Agreement. The following schedules form part of the Agreement:

- Schedule "A" - General Terms and Conditions
- Schedule "B" - Project Specific Information and Additional Provisions
- Schedule "C" - Project
- Schedule "D" - Budget
- Schedule "E" - Payment Plan
- Schedule "F" - Reports
- Schedule "G" - Performance Commitments
- Schedule "H" - Audit and Accountability Requirements.

1.2 Entire Agreement. The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

2.0 CONFLICT OR INCONSISTENCY

2.1 Conflict or Inconsistency. In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule "A", the following rules will apply:

- a. the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule "A"; and
- b. where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule "A", the Additional Provisions will prevail over the provisions in Schedule "A" to the extent of the inconsistency.

3.0 COUNTERPARTS

3.1 One and the Same Agreement. The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

4.0 AMENDING THE AGREEMENT

4.1 Amending the Agreement. The Agreement may only be amended by a written agreement duly executed by the Parties.

5.0 ACKNOWLEDGEMENT

5.1 Acknowledgement. The Recipient acknowledges that:

- a. by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);
- b. His Majesty the King in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);

- c. the Funds are:
- i. to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
 - ii. funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);
- d. the Province is not responsible for carrying out the Project;
- e. the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act; and
- f. pursuant to the *Financial Administration Act* (Ontario), any payment of Funds is subject to an appropriation from the Ontario Legislature; if the Province does not receive the necessary appropriation, the Province is not obligated to make any such payment and the Province:
- i. will terminate the Agreement immediately without liability, penalty, or costs, by giving Notice to the Recipient;
 - ii. will cancel further instalments of Funds;
 - iii. will demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
 - iv. may determine the reasonable costs for the Recipient to wind down the Project and permit the Recipient to offset such costs against the amount owing pursuant to section 5.1.f.iii.

- SIGNATURE PAGE FOLLOWS -

The Parties have executed the Agreement on the dates set out below.

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO
as represented by the Minister of Labour, Immigration,
Training and Skills Development**

Date

Name:

Title: Regional Director

FOUR COUNTY LABOUR MARKET PLANNING BOARD

Date

Name:

Title:

I have authority to bind the Recipient.

Date

Name:

Title:

I have authority to bind the Recipient.

SCHEDULE "A"
GENERAL TERMS AND CONDITIONS

A1.0 INTERPRETATION AND DEFINITIONS

A1.1 **Interpretation.** For the purposes of interpretation:

- a. words in the singular include the plural and vice-versa;
- b. words in one gender include all genders;
- c. the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- d. any reference to dollars or currency will be in Canadian dollars and currency; and
- e. "include", "includes" and "including" denote that the subsequent list is not exhaustive.

A1.2 **Definitions.** In the Agreement, the following terms will have the following meanings:

"Additional Provisions" means the terms and conditions set out in Schedule "B".

"Agreement" means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

"Budget" means the budget attached to the Agreement as Schedule "D".

"Business Day" means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

"Effective Date" means the date set out at the top of the Agreement.

"Event of Default" has the meaning ascribed to it in section A12.1.

"Expiry Date" means the expiry date set out in Schedule "B".

"Funding Year" means:

- a. in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31; and
- b. in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31 or the Expiry Date, whichever is first.

“Funds” means the money the Province provides to the Recipient pursuant to the Agreement.

“Indemnified Parties” means His Majesty the King in right of Ontario, and includes His ministers, agents, appointees, and employees.

“Loss” means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

“Maximum Funds” means the maximum set out in Schedule “B”.

“Notice” means any communication given or required to be given pursuant to the Agreement.

“Notice Period” means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A12.3.b. and includes any such period or periods of time by which the Province extends that time pursuant to section A12.4.

“Parties” means the Province and the Recipient.

“Party” means either the Province or the Recipient.

“Proceeding” means any action, claim, demand, lawsuit, or other proceeding that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

“Project” means the undertaking described in Schedule “C”.

“Records Review” means any assessment the Province conducts pursuant to section A7.4.

“Reports” means the reports described in Schedule “F”.

A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS

A2.1 General. The Recipient represents, warrants, and covenants that:

- a. it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
- b. it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- c. it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- d. unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

A2.2 Execution of Agreement. The Recipient represents and warrants that it has:

- a. the full power and capacity to enter into the Agreement; and
- b. taken all necessary actions to authorize the execution of the Agreement.

A2.3 Governance. The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- a. a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
- b. procedures to enable the Recipient's ongoing effective functioning;
- c. decision-making mechanisms for the Recipient;
- d. procedures to enable the Recipient to manage Funds prudently and effectively;
- e. procedures to enable the Recipient to complete the Project successfully;
- f. procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
- g. procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and

- h. procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

A2.4 **Supporting Proof.** Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

A3.0 TERM OF THE AGREEMENT

A3.1 **Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to section 5.1.f., Article A11.0 or Article A12.0.

A4.0 FUNDS AND CARRYING OUT THE PROJECT

A4.1 **Funds Provided.** The Province will:

- a. provide the Recipient with Funds up to the Maximum Funds for the purpose of carrying out the Project;
- b. provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule "E"; and
- c. deposit the Funds into an account the Recipient designates provided that the account:
 - i. resides at a Canadian financial institution; and
 - ii. is in the name of the Recipient.

A4.2 **Limitation on Payment of Funds.** Despite section A4.1:

- a. the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof required pursuant to section A10.2;
- b. the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project; and
- c. the Province may adjust the amount of Funds it provides to the Recipient for any Funding Year based upon the Province's assessment of the information the Recipient provides to the Province pursuant to section A7.2.

A4.3 **Use of Funds and Carry Out the Project.** The Recipient will do all of the following:

- a. carry out the Project in accordance with the Agreement;
- b. use the Funds only for the purpose of carrying out the Project;
- c. spend the Funds only in accordance with the Budget;
- d. not use the Funds to cover any cost that has been or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

A4.4 **Interest-Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest-bearing account in the name of the Recipient at a Canadian financial institution.

A4.5 **Interest.** If the Recipient earns any interest on the Funds, the Province may do either or both of the following:

- a. deduct an amount equal to the interest from any further instalments of Funds;
- b. demand from the Recipient the payment of an amount equal to the interest.

A4.6 **Rebates, Credits, and Refunds.** The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

A5.0 **RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS**

A5.1 **Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will:

- a. do so through a process that promotes the best value for money; and
- b. comply with the *Broader Public Sector Accountability Act, 2010* (Ontario), including any procurement directive issued thereunder, to the extent applicable.

A5.2 **Disposal.** The Recipient will not, without the Province's prior consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which

Funds were provided, the cost of which exceeded the amount as set out in Schedule "B" at the time of purchase.

A6.0 CONFLICT OF INTEREST

A6.1 Conflict of Interest Includes. For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- a. the Recipient; or
- b. any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.2 No Conflict of Interest. The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

- a. the Recipient:
 - i. provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest; and
 - ii. requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;
- b. the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and
- c. the Recipient complies with any terms and conditions the Province may prescribe in its consent.

A7.0 REPORTS, ACCOUNTING, AND REVIEW

A7.1 Province Includes. For the purposes of sections A7.4, A7.5 and A7.6, "Province" includes any auditor or representative the Province may identify.

A7.2 Preparation and Submission. The Recipient will:

- a. submit to the Province at the address set out in Schedule "B":
 - i. all Reports in accordance with the timelines and content requirements set out in Schedule "F";
 - ii. any other reports in accordance with any timelines and content requirements the Province may specify from time to time;
- b. ensure that all Reports and other reports are:
 - i. completed to the satisfaction of the Province; and
 - ii. signed by an authorized signing officer of the Recipient.

A7.3 Record Maintenance. The Recipient will keep and maintain for a period of seven years from their creation:

- a. all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with either international financial reporting standards or generally accepted accounting principles or any comparable accounting standards that apply to the Recipient; and
- b. all non-financial records and documents relating to the Funds or otherwise to the Project.

A7.4 Records Review. The Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours enter upon the Recipient's premises to conduct an audit or investigation of the Recipient regarding the Recipient's compliance with the Agreement, including assessing any of the following:

- a. the truth of any of the Recipient's representations and warranties;
- b. the progress of the Project;
- c. the Recipient's allocation and expenditure of the Funds.

A7.5 Inspection and Removal. For the purposes of any Records Review, the Province may take one or both of the following actions:

- a. inspect and copy any records and documents referred to in section A7.3;

- b. remove any copies the Province makes pursuant to section A7.5.a.

A7.6 Cooperation. To assist the Province in respect of its rights provided for in section A7.5, the Recipient will cooperate with the Province by:

- a. ensuring that the Province has access to the records and documents wherever they are located;
- b. assisting the Province to copy records and documents;
- c. providing to the Province, in the form the Province specifies, any information the Province identifies; and
- d. carrying out any other activities the Province requests.

A7.7 No Control of Records. No provision of the Agreement will be construed to give the Province any control whatsoever over any of the Recipient's records.

A7.8 Auditor General. The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

A8.0 COMMUNICATIONS REQUIREMENTS

A8.1 Acknowledge Support. Unless the Province directs the Recipient to do otherwise, the Recipient will in each of its Project-related publications, whether written, oral, or visual:

- a. acknowledge the support of the Province for the Project;
- b. ensure that any acknowledgement is in a form and manner as the Province directs; and
- c. indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

A9.0 INDEMNITY

A9.1 Indemnify. The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the negligence or wilful misconduct of the Indemnified Parties.

A10.0 INSURANCE

A10.1 Insurance. The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, 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 the amount set out in Schedule "B" per occurrence, which commercial general liability insurance policy will include the following:

- a. 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;
- b. a cross-liability clause;
- c. contractual liability coverage; and
- d. a 30-day written notice of cancellation.

A10.2 Proof of Insurance. The Recipient will:

- a. provide to the Province, either:
 - i. certificates of insurance that confirm the insurance coverage required by section A10.1; or
 - ii. other proof that confirms the insurance coverage required by section A10.1; and
- b. in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

A11.0 TERMINATION ON NOTICE

A11.1 Termination on Notice. The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

A11.2 Consequences of Termination on Notice by the Province. If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- a. cancel further instalments of Funds;
- b. demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- c. determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
 - i. permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2.b.; and
 - ii. subject to section A4.1.a., provide Funds to the Recipient to cover such costs.

A12.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT

A12.1 Events of Default. Each of the following events will constitute an Event of Default:

- a. in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - i. carry out the Project;
 - ii. use or spend Funds; or
 - iii. provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2.a.ii.;
- b. the Recipient's operations, its financial condition, its organizational structure or its control changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
- c. the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver;
- d. the Recipient ceases to operate.

A12.2 Consequences of Events of Default and Corrective Action. If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- a. initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- b. provide the Recipient with an opportunity to remedy the Event of Default;
- c. suspend the payment of Funds for such period as the Province determines appropriate;
- d. reduce the amount of the Funds;
- e. cancel further instalments of Funds;
- f. demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- g. demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- h. demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;
- i. demand from the Recipient the payment of an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Records Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and
- j. upon giving Notice to the Recipient, terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province.

A12.3 Opportunity to Remedy. If, pursuant to section A12.2.b., the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- a. the particulars of the Event of Default; and
- b. the Notice Period.

A12.4 Recipient not Remediating. If the Province provides the Recipient with an opportunity to remedy the Event of Default pursuant to section A12.2.b., and:

- a. the Recipient does not remedy the Event of Default within the Notice Period;

- b. it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- c. the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A12.2.a., c., d., e., f., g., h., i. and j.

A12.5 When Termination Effective. Termination under Article A12.0 will take effect as provided for in the Notice.

A13.0 FUNDS AT THE END OF A FUNDING YEAR

A13.1 Funds at the End of a Funding Year. Without limiting any rights of the Province under Article A12.0, if, by the end of a Funding Year, the Recipient has not spent all of the Funds allocated for that Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- a. demand from the Recipient payment of the unspent Funds;
- b. adjust the amount of any further instalments of Funds accordingly.

A14.0 FUNDS UPON EXPIRY

A14.1 Funds Upon Expiry. Upon expiry of the Agreement, the Recipient will pay to the Province any Funds remaining in its possession, under its control, or both.

A15.0 DEBT DUE AND PAYMENT

A15.1 Payment of Overpayment. If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- a. deduct an amount equal to the excess Funds from any further instalments of Funds; or
- b. demand that the Recipient pay to the Province an amount equal to the excess Funds.

A15.2 **Debt Due.** If, pursuant to the Agreement:

- a. the Province demands from the Recipient the payment of any Funds, an amount equal to any Funds or any other amounts owing under the Agreement; or
- b. the Recipient owes to the Province any Funds, an amount equal to any Funds or any other amounts owing under the Agreement, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

A15.3 **Interest Rate.** The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

A15.4 **Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province at the address set out in Schedule "B".

A15.5 **Fails to Pay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, His Majesty the King in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by His Majesty the King in right of Ontario.

A16.0 NOTICE

A16.1 **Notice in Writing and Addressed.** Notice will be:

- a. in writing;
- b. delivered by email, postage-prepaid mail, personal delivery or courier; and
- c. addressed to the Province or the Recipient as set out in Schedule "B", or as either Party later designates to the other by Notice.

A16.2 **Notice Given.** Notice will be deemed to have been given:

- a. in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- b. in the case of email, personal delivery or courier on the date on which the Notice is delivered.

A16.3 Postal Disruption. Despite section A16.2.a., in the event of a postal disruption:

- a. Notice by postage-prepaid mail will not be deemed to be given; and
- b. the Party giving Notice will give Notice by email, personal delivery or courier.

A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT

A17.1 Consent. When the Province provides its consent pursuant to the Agreement:

- a. it will do so by Notice;
- b. it may attach any terms and conditions to the consent; and
- c. the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

A18.0 SEVERABILITY OF PROVISIONS

A18.1 Invalidity or Unenforceability of Any Provision. The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

A19.0 WAIVER

A19.1 Waiver Request. Either Party may, by Notice, ask the other Party to waive an obligation under the Agreement.

A19.2 Waiver Applies. If in response to a request made pursuant to section A19.1 a Party consents to a waiver, the waiver will:

- a. be valid only if the Party that consents to the waiver provides the consent by Notice; and
- b. apply only to the specific obligation referred to in the waiver.

A20.0 INDEPENDENT PARTIES

A20.1 **Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is or take any actions that could establish or imply such a relationship.

A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS

A21.1 **No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A21.2 **Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on:

- a. the Recipient's heirs, executors, administrators, successors, and permitted assigns; and
- b. the successors to His Majesty the King in right of Ontario.

A22.0 GOVERNING LAW

A22.1 **Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

A23.0 FURTHER ASSURANCES

A23.1 **Agreement into Effect.** The Recipient will:

- a. provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and
- b. do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

A24.0 JOINT AND SEVERAL LIABILITY

A24.1 **Joint and Several Liability.** Where the Recipient comprises more than one entity, each entity will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

A25.0 RIGHTS AND REMEDIES CUMULATIVE

A25.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS

A26.1 **Other Agreements.** If the Recipient:

- a. has failed to comply with any term, condition, or obligation under any other agreement with His Majesty the King in right of Ontario or one of His agencies (a "**Failure**");
- b. has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- c. has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- d. such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

A27.0 SURVIVAL

A27.1 **Survival.** The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1.a., sections A4.4, A4.5, A4.6, section A5.2, section A7.1, section A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8, Article A8.0, Article A9.0, section A11.2, section A12.1, sections A12.2.d., e., f., g., h., i. and j., Article A13.0, Article A14.0, Article A15.0, Article A16.0, Article A18.0, section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

- END OF GENERAL TERMS AND CONDITIONS -

SCHEDULE "B"
PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

Maximum Funds	\$282,500
Expiry Date	March 31, 2024
Amount for the purposes of section A5.2 (Disposal) of Schedule "A"	\$1,000
Insurance	\$2,000,000
Contact information for the purposes of Notice to the Province	Position: Regional Director Address: 72-1200 Commissioners Road East, London, ON, N5Z 4R3 Email: ETDWesternRegion@ontario.ca
Contact information for the purposes of Notice to the Recipient	Position: Executive Director Address: 1-111 JACKSON STREET, BOX 1078, WALKERTON, ON, N0G2V0 Email: executivedirector@planningboard.ca

Additional Provisions:

B1.0 Amendment to Definition

The definition of "Indemnified Parties" in section A1.2 Definitions is deleted and replaced with:

"Indemnified Parties" means His Majesty the King in right of Ontario, His ministers, agents, appointees, employees and authorized subcontractors.

B2.0 Further Definitions

The following definitions also apply to this Agreement:

"Action Plan" means a written document provided by the Recipient that identifies current labour market conditions, determines goals, develops strategies and priorities for action to address a local labour market issue that is determined by community consensus.

"Applicable Law" means all applicable laws, including any statute, regulation or by-law, directive, rule, requirement, policy having the force of law, order, judgment, injunction, award or decree of any governmental authority which is binding on the

Parties and in effect from time to time, including all applicable provincial and federal laws and regulations. For greater certainty, Applicable Law includes FIPPA.

"Business Plan" means the plan submitted by the Recipient and approved by the Province and that is available in EOIS-SP Connect.

"EOIS-SP Connect" means the Employment Ontario Information System-Service Provider Connect application, which provides service providers with online access to their agreement details to view the most up-to-date site target and financial information, including agreements, allocations and payment schedules and report submission.

"EOPG" means the Employment Ontario Partners' Gateway, a provincially maintained website which provides support to service providers delivering Employment Ontario programs and services as part of the Employment Ontario network.

"ESA" means the Employment Standards Act, 2000, S.O. 2000, c. 41, available on Ontario's [e-laws website](#). A Guide to the ESA is available on the [Ministry of Labour, Immigration, Training and Skills Development website](#).

"FIPPA" means the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F. 31, as amended.

"Manual" means the Local Boards Operational and Reporting Requirements as amended from time to time at the sole discretion of the Province. The Manual is available on the EOPG.

"Partnership" means a relationship between the Recipient and one or more organizations or entities that have compatible goals related to workforce and labour market development and who work together to advance the local labour market.

"Privacy Laws" means all federal, provincial, state, municipal or other applicable statute, law or regulation of any governmental authority in any jurisdiction governing the handling of information about an identifiable individual, including the *Personal Information and Protection of Electronic Documents Act* (Canada) and FIPPA.

"Products" means the work created or developed with the Funds including those that are described in Schedule "C".

B3.0 Additions and Amendments to Article A2.0 Representations, Warranties and Covenants

The following provisions are added to Article A2.1 General:

e. it has provided, and will continue to provide for the term of the Agreement, training to any person involved in carrying out the Project on the relevant responsibilities of the Recipient set out in the Agreement;

f. it has taken, and will continue to take for the term of the Agreement, all reasonable actions to minimize and reduce the costs related to the Project that may be incurred as a result of the expiry or termination of the Agreement including negotiating all contracts related to the Project, such as employment contracts, on terms that will enable the Recipient to cancel them upon terms and conditions that will minimize their cancellation costs in the event of the expiry or termination of the Agreement;

g. it has a privacy policy that is consistent with the Canadian Standards Association Code for the Protection of Personal Information and the Recipient's privacy policy is publicly available;

Without limitation, the Recipient will:

h. designate an experienced official who will be responsible for ensuring the Recipient's compliance with its privacy policy and the privacy protection provisions of the Agreement;

i. make the designated privacy officer aware of the privacy policy and the privacy protection provisions of the Agreement;

j. implement appropriate privacy protection training of employees, contractors and authorized subcontractors who have access to personal information to deliver the Project;

k. only collect, use and disclose personal information if necessary, to deliver the Project and comply with its obligations under the Agreement;

l. at the earliest opportunity, provide notice of collection, if required, and obtain and retain any consents that may be necessary to deliver the Project and comply

with its obligations under the Agreement in compliance with applicable privacy legislation and the Recipient's privacy policy;

m. not use personal information that was collected for use in delivering the Project for any other purpose without the informed and voluntary written consent of the individual;

n. limit access to personal information to employees, contractors and authorized subcontractors who need the personal information to deliver the Project and ensure the Recipient's compliance with its obligations under the Agreement;

o. before disclosing personal information to employees, contractors and authorized subcontractors enter into an agreement with them requiring them to be bound by the Recipient's privacy policy and the privacy protection provisions of the Agreement;

p. ensure the security and integrity of any personal information collected by implementing, using and maintaining the most appropriate products, tools, measures and procedures to prevent the unauthorized or inadvertent collection, use, disclosure, loss, alteration or destruction;

q. provide individuals with access to their own personal information in accordance with applicable privacy legislation, and the Recipient's privacy policy;

r. destruction of paper records containing personal information when it is no longer needed to deliver the Project or to comply with the obligations under the Agreement;

s. ensure that electronic records containing personal information that are no longer needed to deliver the Project or to comply with the obligations under the Agreement are not accessible until secure and irreversible destruction of these records is possible;

t. notify the Province as soon as the Recipient becomes aware of a potential or actual breach of any of the privacy policy and the privacy protection provisions of the Agreement;

u. cooperate with the Province and its contractors and auditors in any audit of or investigation into a breach of the privacy policy and the privacy protection provisions of the Agreement; and

v. implement, use and maintain other specific privacy or security measures that in the reasonable opinion of the Province would improve the adequacy and effectiveness of the Recipient's measures to ensure the privacy and security of the records collected, created, used and disclosed in the delivery of the Project and compliance with the obligations under the Agreement.

w. for Recipients that are municipalities:

- i. it will ensure that access to records that are in the custody and/or control of the municipality pursuant to this agreement complies with the requirements of the O. Regulation 823 made under the MFIPPA;
- ii. it will ensure that reasonable measures are in place to prevent unauthorized access to records that are in the custody and/or control of the municipality as required by O. Regulation 823; and
- iii. it will ensure that the collection, use and disclosure of personal information complies with MFIPPA

Section A2.3. g. and h. are deleted and replaced with:

g. procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0 Reports, Accounting, and Review;

h. procedures and policies, including a privacy policy, that are consistent with the Canadian Standards Association Code for the Protection of Personal Information and the privacy policy will be made available publicly;

i. procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement;

j. procedures to ensure the Recipient is able to comply with its respective obligations under Applicable Law, including for greater certainty Privacy Laws, and any policies and procedures established by the Province or the Recipient with respect to the security of personal information of Participants; and

k. procedures to respond to and recover from instances of wrongdoing both within the Recipient's organization or with third parties including subcontractors, consortia members, employers, training providers, or clients, and if requested, submit a plan to address the wrongdoing to the Province.

B4.0 Amendment to Article A4.0 Funds and Carrying out the Project

Section A4.3 d. is deleted and replaced with:

d. not use the Funds to cover any cost that has been or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario. For greater certainty, the third parties include the Government of Canada.

B5.0 Addition to Article A7.0 Reports, Accounting, and Review

The following provision is added to Article A7.0 Reports, Accounting, and Review:

A7.9 Records Transfer. At any time after the expiry of the Agreement or the termination of the Agreement pursuant to section 5.1.f, Article A11.0 Termination of Notice or Article A12.0 Event of Default, Corrective Action, and Termination for Default, the Province may demand the transfer of any records referred to in section A7.3 Record Maintenance to another organization identified by the Province in order to facilitate the successful continuation or completion of the Project, or a similar project, including the continuation or completion of services to individuals.

B6.0 Amendment and Addition to Article A8.0 Communications Requirements

Section A8.1.c. Acknowledge Support is deleted and replaced with:

c. indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province and will include a statement that "The Government of Ontario and its agencies are in no way bound by any recommendations contained in this document."

The following provision is added to Article A8.0 Communications Requirements:

A8.2 Visual Identity and Communications. The Recipient will comply with the Visual Identity and Communication Guidelines for Employment Ontario Services,

available on the EOPG, and which may be amended from time to time at the sole discretion of the Province.

B7.0 Amendment and Addition to Article A10.0 Insurance

Section A10.1 Insurance is deleted and replaced with:

A10.1 Recipient's Insurance. The Recipient represents, warrants and covenants that it has, and will maintain for the term of the Agreement, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, or if the Recipient is a school board, with the Ontario School Boards' Insurance Exchange, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, 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 is to include the following:

- a. 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;
- b. a cross-liability clause;
- c. contractual liability coverage; and
- d. a 30-day written notice of cancellation, termination or material change.

B8.0 Amendment to Article A12.0 Event of Default, Corrective Action, and Termination for Default

Section A12.1.a. is deleted and replaced with:

- a. in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - i. carry out the Project;
 - ii. use or spend Funds according to the approved budget as set out in Schedule "D";

- iii. provide, in accordance with section A7.2 Preparation and Submission, Reports or such other reports as the Province may have requested pursuant to section A7.2.a.ii.;
- iv. respond to allegations of fraud or wrongdoing to the satisfaction of the Province; or
- v. meet the performance commitments described in Schedule "G".

B9.0 Amendment to Article A27.0 Survival

Article A27.0 of Survival Schedule "A" is amended by adding Schedule "B" to the list of provisions that continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement.

SCHEDULE "C" PROJECT

The Project will be delivered for the period of April 01, 2023 to March 31, 2024.

1.0 Agreement and Manual

The Manual is designed as a resource to assist the Recipient in carrying out, administering and managing the Project. The Agreement prevails over the Manual.

2.0 Recipient's Roles and Responsibilities

a. Local Labour Markets

The primary role of the Recipient is to help improve the conditions of the local labour markets.

The Recipient will:

- i. ensure public access to accurate, timely and relevant local labour market information, interpreted with a local labour market context, as the foundation for evidence-based planning and analysis;
- ii. support stronger linkages among local employment and community services and resources through a comprehensive engagement process focusing on stakeholders needs;
- iii. identify local labour market issues and contribute to a better understanding of employment opportunities and workforce development needs in the community; and
- iv. facilitate a local labour market Action Plan where stakeholders agree to initiate and/or implement joint actions to address local labour market issues of common interest.

b. French Language Requirements

- i. The Recipient will make the following information and documentation available to the public in both official languages:
 1. The Local Labour Market Planning document described in section 3 below;
 2. The Province approved Partnership Project records in the Local Boards Online Partnership Database; and
 3. Any publication, report, marketing materials or other similar documents, available in print form and/or online, that is a product of a Partnership Project

achieved under the Agreement.

- ii. The Recipient will develop a policy pertaining to the translation of other materials/products, which may include but not be limited to documents such as:
 - 1. planning documents, research reports, newsletters, press releases, job ads, member recruitment, marketing materials, administrative practices and procedures, governance (such as bylaws, board minutes etc.) and any other document not listed above; and
 - 2. any publication, report, marketing materials or other similar documents, available in print form and/or online, that is the product of an activity or project approved by the Province under the Special Project Fund, if applicable, described in the Business Plan.

c. Consultation Process

The Recipient will facilitate consultations with employers, Employment Ontario (EO) service providers, community organizations, local educational institutions and government agencies to:

- i. validate key findings from data analysis and research with local employers and other community stakeholders to identify issues such as, but not limited to, skills shortages and training needs;
- ii. engage EO Service Providers in a planning process that addresses client needs, barriers to employment and other employment related issues;
- iii. identify priority actions that address local needs and support the strategic priorities described in the Manual;
- iv. develop Partnerships relating to priority actions to address local needs; and
- v. identify measurable outcomes to assess progress of Partnership Projects and other Partnership activities.

3.0 Local Labour Market Planning Document

The Recipient will prepare a Local Labour Market Planning document that includes an overview and analysis of:

- a. the most recent base indicators to identify labour market conditions and significant changes;
- b. an aggregate of EO client/program outcomes data supplied by the Province;
- c. a summary of consultations facilitated by the Recipient with employers, the EO Service Providers and other stakeholders;
- d. details of how the plan supports the strategic priorities described in the Manual;
- e. an update on progress of actions from the previous year's Action Plan;
- f. locally determined action items (including timelines and projected outcomes) that community and other stakeholders intend to undertake to address local labour market issues; and
- g. a list of stakeholders including organizations that participated in the consultation process.

The Recipient will make the Local Labour Market Planning document publicly available on its website.

4.0 Partnership Projects

The Recipient will:

- a. carry out the Partnership Projects described in the Business Plan;
- b. lead Partnership Projects and other Partnership activities;

5.0 Special Project Fund

The Recipient will carry out any special project described in the approved Business Plan.

6.0 Open License

All materials created using funding from Local Boards will abide by Creative Common's Attribution 4.0 International License/ (CC BY 4.0. Under this Agreement, intellectual property remains with its creator, but others are free to copy, redistribute, transform, and/ or build upon the material for any purpose, even commercially.

7.0 Monitoring

Monitoring, under the Agreement, will be a collaborative effort between Province staff and Recipients. Its aim is to support the Local Board Program's practice of continuous

improvement. Some of the activities that can be expected during the life cycle of an Agreement include:

- a. activity and financial reporting;
- b. on-site compliance and evaluation visits;
- c. discussions via telephone; and
- d. correspondence by mail or e-mail.

8.0 Transfer Payment Ontario (TPON)

The Transfer Payment Ontario (TPON) system is a central repository of information for organizations to register, view, and update their organization's profile information in order to receive transfer payment funding from the Province. The Recipient will ensure that their information is kept up-to-date on TPON.

9.0 Termination of this Agreement

If, pursuant to section A11.1 Termination on Notice, Notice is provided to the Recipient, the Recipient will initiate wind-down planning for the services it carries out under the Agreement.

- a. Wind-down planning action items will include:
 - i. identification of activities that will cease on or before the Agreement's termination date;
 - ii. notifying other EO service providers, employers and/or other community organizations of the wind-down and all implications in advance of any activity cut-off dates;
 - iii. a human resource plan to ensure sufficient staff and resources are available throughout the Agreement period; and
 - iv. any other wind-down considerations as identified by the Recipient.

**SCHEDULE "D"
BUDGET**

Summary

Fiscal Year	Maximum Funds
2023-2024	\$282,500
Total Maximum Funds	\$282,500

Budget for Site ID Number: 4823A

Site Address: 1-111 JACKSON STREET, BOX 1078, WALKERTON, ON, N0G2V0

FUNDING CATEGORIES	AMOUNT
Operating Funds	\$280,000
Special Project Fund	\$2,500
TOTAL BUDGET	\$282,500

SCHEDULE "E" **PAYMENT PLAN**

The monthly payment amount will be calculated as follows:

Maximum Funds / number of monthly payments*

*The number of monthly payments will be the number of calendar months, for which there is Project activity for the fiscal year(s).

Pursuant to section A4.2.c. of the Agreement, the Province may adjust the monthly payment based on the Estimate of Expenditure Reports as set out in Schedule "H". For greater certainty, the Maximum Funds will not be exceeded.

Monthly payment information that includes any adjustments made by the Province pursuant to section A4.2.c. of the Agreement can be accessed by logging into EOIS-SP Connect and viewing the Payment Schedule page for each of the service delivery sites.

SCHEDULE "F"

REPORTS

1. Mid-Year Partnership Projects Progress Report

Due Date: October 13, 2023

2. Local Labour Market Planning document including an updated Action Plan

Due Date: February 23, 2024

3. Year-End Partnership Projects Report

Due Date: March 22, 2024

4. Continuous Improvement and Performance Measurement system (CIPMS) Report

Due Date: March 22, 2024

5. Estimate of Expenditure Report

Report 1 for April 1, 2023 to July 31, 2023

Due Date: August 11, 2023

Report 2 for April 1, 2023 to September 30, 2023

Due Date: October 13, 2023

Report 3 for April 1, 2023 to November 30, 2023

Due Date: December 15, 2023

Report 4 for April 1, 2023 to December 31, 2023

Due Date: January 12, 2024

Report 5 for April 1, 2023 to March 31, 2024

Due Date: April 5, 2024

6. Statement of Revenue and Expenditure Report

For the period of April 1, 2023 to March 31, 2024

Due Date: June 14, 2024

7. Auditor's Report

For the period of April 1, 2023 to March 31, 2024

Due Date: June 14, 2024

8. Audited Financial Statements

For 2022-23 or the most recent available fiscal year

Due Date: September 30, 2023

9. Reports specified from time to time

On a date or dates specified by the Province.

Report Details

The Estimate of Expenditure Report(s) and Statement of Revenue and Expenditure Report(s) will be submitted on the dates set out above, in EOIS-SP Connect.

Requirements for the Auditor's Report and the Audited Financial Statements are set out in Schedule "H".

**SCHEDULE "G"
PERFORMANCE COMMITMENTS**

Program Commitment for Site Number: 4823A

PROGRAM INDICATORS	
Number of Partnership Projects	4

Activities		
LLMP Report		
<p>Deliverable 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.</p> <p>Two Missing Fields</p> <p>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</p> <p>Key Partners: EO Service Providers, Literacy & Basic Skills, Educators and Trainers, Economic Development, and Community stakeholders, Employers and Industry Associations</p>		
<p>Performance Measure Report disseminated to counties (4); Service providers, Business associations, and additional stakeholders. Document will also be distributed via social media platforms. Surveys for feedback on report</p>		
<p>Start Date Apr 1, 2023</p>	<p>Completion Date Feb 23, 2024</p>	<p>Estimated Expenditure from Budget 75000</p>
<p>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</p>		

Activities		
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.		
Partnership Commitment - Employment		
Deliverable		
2023 Employee Survey		
Performance Measure		
Minimum of 800 Surveys completed for employees working in local employer establishments within Bruce, Grey, Huron and Perth		
Start Date	Completion Date	Estimated Expenditure from Budget
Apr 1, 2023	Mar 29, 2024	70000
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		
Partnership Commitment - WD		

Activities		
Deliverable Understanding Workforce Attraction & Retention		
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.		
Start Date Apr 1, 2023	Completion Date Mar 29, 2024	Estimated Expenditure from Budget 75000
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		
Partnership Commitment - WD		
Deliverable Skilled Trades Handbook		

Activities		
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		
Start Date	Completion Date	Estimated Expenditure from Budget
Apr 1, 2023	Mar 29, 2024	60000
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		
Special Project Fund (if applicable)		
Deliverable		
Workforce Planning Ontario Website		
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.		
Start Date	Completion Date	Estimated Expenditure from Budget
Apr 1, 2023	Mar 29, 2024	2500
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.		

Activities
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

SCHEDULE "H"
AUDIT AND ACCOUNTABILITY REQUIREMENTS

Note to Auditors and other readers: Schedule "H", the Audit and Accountability Requirements, must be read in conjunction with the Agreement and its other Schedules.

1. Definitions

In this Schedule, the following terms have the following meanings:

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

Tangible capital assets include land, buildings and equipment.

Intangible capital assets are identifiable non-monetary assets without physical substance.

- b. "Multi-agreement holder"** means a Recipient that has two or more agreements with the Province within a single region or across more than one region.
- c. "Project Accounting"** means that, where a Recipient has multiple projects, all costs will be allocated to a specific Project. These costs will then be reconciled with the sources of funding, ensuring accurate accounting. The Recipient may receive funding from multiple sources. For the purpose of Audit and

Accountability Requirements, each Project has a separate source of funding. Project Accounting connects Recipient funding with Project activities to effectively track the financial progress of a Project.

2. Funding Categories

a. Operating Funds

Operating Funds are Funds used for direct expenditures related to the day-to-day direct delivery of all of the components of the Project as agreed to with the Province.

i. Costs related to the provision of the Project that can be claimed against Operating Funds include:

1. Staff and management salaries directly associated with the delivery of the Project;
2. Hiring and training of staff (including professional development);
3. Marketing (signage, print/paper/web ads, outreach, etc.);
4. Facilities (rent);
5. Facilities (mortgage payments, but only the interest portion of a mortgage payment is allowed as an operating cost);
6. Funding of Projects undertaken by the Recipient;
7. Ongoing purchase of equipment and furniture directly associated with the effective delivery of the Project is allowable after the start-up period;
8. Funding of research and innovation projects through third-party local Stakeholders;
9. Accounting services and auditor's fees; and
10. Other direct operating expenditures related to delivery of the Project.

ii. The Recipient will not use Operating Funds for:

1. Termination, severance costs and bonuses; or

2. Major capital expenditures, such as the purchase or construction of facilities.

iii. Administrative Costs

Administrative Costs are indirect expenditures necessary for operating an organization but not directly associated with the delivery of the Project. Administrative Costs will be attributed to the Project in proportion to the respective size of the organization and the size and/ or effort of the Project. Administrative Costs are included in the total Operating Funds.

Examples of eligible Administrative Costs include the following:

1. Pro-rated portions of salaries (i.e., salary wage per hour x hours worked on the Project) of staff that work for the entire organization but may spend a portion of their time dedicated to administrative functions that support the Project;
2. Pro-rated portion of lease of real estate and utilities associated with administrative activities (square footage used for the Project x real estate cost per square footage);
3. Office supplies, legal/accounting fees, bookkeeping and translation fees;
4. Training fees and consultant fees;
5. Bank fees, basic telephone fees and monthly internet fees;
6. Office maintenance costs (i.e., janitorial services, information technology support, equipment maintenance services, security); and
7. Depreciation on office fixtures and equipment.

b. Special Project Fund

The Special Project Fund invests in projects that support the entire Local Board network.

c. Field Support

Field Support funds may be provided through a formal in-year request to support Local Board Recipients with one-time exceptional expenditures, not normally included as part of ongoing operations.

Requests will be reviewed on a case by case basis and approved at the sole discretion of the Province. Purchases related to Field Support cannot be made without prior written approval from the Province.

3. Financial Considerations

a. Funds

Recipients' use of Funds is also subject to the following limits:

- i. Operating Funds are allocated against an identified level of activity;
- ii. In situations of co-location of the Project with other programs and services, Project funds will only be used to cover costs directly related to the delivery of the Project; this will be managed by applying Project Accounting principles;
- iii. Operating funds cannot be used for renovations for new or existing facilities, without prior written approval from the Province;
- iv. Operating funds can be used for ongoing purchase of equipment and furniture directly associated with the effective delivery of the Project;
- v. The Recipient will obtain prior written approval from the Province to shift funds between communities;
- vi. The Recipient will not transfer funds between budget lines (as set out in Schedule "D") unless it obtains the prior written consent of the Province;
- vii. The Recipient should not anticipate additional funds, although the Recipient should discuss any issues with the Province; and
- viii. Leasehold improvements directly related to the delivery of the Project require prior written approval from the Province.

b. Interest Earned

The Agreement sets out the requirements on Interest Earned.

If the Recipient fails to identify interest earned in the Estimate of Expenditure Report(s) (EER(s)) and the Statement of Revenue and Expenditure Report (SRER), then the following applies:

- i. The Province will deem interest to have been earned based on the average of unspent Funds reported on the EER(s) and the SRER using the current interest rate charged by the Province of Ontario on accounts receivable. This deemed interest amount will be considered revenue of the Recipient for the purposes of the EER(s) and the SRER; and
- ii. Such failure will be considered an Event of Default in accordance with section A12.1 Events of Default of the Agreement.

c. Bank Account

The Agreement sets out the requirements regarding deposit of the Funds into an interest bearing account in section A4.4 Interest-Bearing Account of the Agreement.

Although maintaining a separate bank account for Funds received from the Province is not a requirement under the Agreement, it is a strongly recommended practice.

d. Capital Assets

The Recipient is not required to report capital asset expenditures to the Province. However, the Recipient will maintain a separate record of capital asset expenditures for audit purposes in accordance with section A7.3 Record Maintenance of the Agreement.

e. Disposition of Assets

The Agreement sets out the requirements on Disposition of Assets.

Any money earned on the disposition of assets will be reported on the SRER (and any other reports specified by the Province) in the period when disposition of the asset occurs.

f. Deficits

The Recipient is accountable for managing the Funds and required to remain within its approved allocations (per Schedule "D" of the Agreement). The Recipient will request prior written approval from the Province for an anticipated over-expenditure. Each request will be individually evaluated. The Recipient will enclose copies of overspending approval documents from the Province with their financial reports (for example, EER or SRER) as requested by the Province.

g. Tax Rebates

Reporting Province program expenditures net of tax rebates:

The Recipient will report all program expenditures net of any tax rebates or input tax credits.

h. Sample

Amount Recipient spent on goods/services = \$100.00

Amount of tax paid (example 13%) = \$13.00

Less amount of tax rebate claimed = -\$10.40

(where rebate equals 80%)

Amount of tax expenditure = \$2.60

Amount reported as Province Project expenditure = \$102.60

4. Instructions for Reports Required

Reports are complete if they are signed by a person with authority to bind the Recipient. Payments will be delayed if complete Reports are not received by identified due dates as directed by and in the form required by the Province.

a. Estimate of Expenditure Report (EER)

The Recipient will submit to the Province EER(s) as required for **the Project and in accordance with the instructions set out in Schedule "F"**. Each EER will identify the total expenditure for the defined period using the best information available at the time, as well as the forecast of expenditures at March 31 of each year of the Agreement.

The Province will provide the Recipient with a template for the EER. The Recipient will complete the EER in EOIS-SP Connect.

The Province may adjust payments based on each EER received during the year.

b. Statement of Revenue and Expenditure Report (SRER)

The Recipient will submit to the Province SRERs as required for **the Project and in accordance with the instructions set out in Schedule "F"**. SRERs are used as the basis for the Province's annual Reconciliation Report.

The Province will provide the Recipient with a template for the SRER. The Recipient will complete the SRER in EOIS-SP Connect.

The Province may adjust payments based on each EER received during the Project.

Each SRER will verify that:

- i. Funds have been applied to costs directly related to the Project;
- ii. Shared costs have been properly apportioned to the Project using Project Accounting principles;
- iii. Funds received or expended in prior years for a similar project have not been included;
- iv. Funds and expenditures from other sources have not been included in the Report;

- v. Project reported expenditures are net of tax rebates, credits and refunds referred to in section A4.6 Rebates, Credits and Refunds of the Agreement;
- vi. Interest earned on Funds has been credited to the Project;
- vii. Money earned on the disposition of assets has been credited to the Project and maintained in an interest bearing bank account; and
- viii. Funds that were provided to the Recipient before the Recipient's immediate need for them were placed in an interest bearing bank account in the name of the Recipient at a Canadian financial institution.
- ix. Administrative Costs allocated to the Project do not exceed []% of Operating Funds.

The SRER will require a breakdown of the top three Administrative Costs charged to the Project.

c. **Auditor's Report**

The Recipient will obtain an Auditor's Report in accordance with the instructions set out in Schedule "F", when the Maximum Funds (set out in Schedule "B" of the Agreement) total \$150,000 or more.

The audit of the SRER(s) will be conducted by an external auditor in accordance with Canadian Generally Accepted Auditing Standards. The auditor should verify, at a minimum, that proper and distinct accounts and records are maintained for program funds/expenditures by each budget line. The Auditor's Report will include an opinion on the SRER(s).

The Recipient will upload a copy of the full Auditor's Report to EOIS-SP Connect. Another copy of the full Auditor's Report will be submitted to the Province directly from the auditor.

An Auditor's Report is not required for Recipients who are:

- i. District School Boards or school authorities as defined in the *Education Act*, R.S.O. 1990, c. E2, as amended;
- ii. Universities established in Ontario that receive regular and ongoing operating funds from the government for purposes of post-secondary education;

- iii. Colleges of Applied Arts and Technology as defined in the *Ontario College of Applied Arts and Technology Act, 2002*, S.O. 2002, c. 8 Sch. F, as amended;
- iv. Municipalities in Ontario as defined by the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended; or
- v. Organizations identified in the *Ontario Regulation 239/18*, made under the *Indigenous Institutes Act, 2017*.
- vi. Hospitals in Ontario as defined in the Public Hospitals Act, R.S.O. 1990, c. P.40.

Important Note: If additional details or corrections are necessary on the SRER(s), the Recipient's external auditor will verify any revisions in writing. The Province cannot accept unaudited information provided by a Recipient in support of their SRER(s).

d. **Audited Financial Statements**

The Recipient will submit to the Province complete and unabridged audited financial statements from the previous fiscal year when the Maximum Funds (set out in Schedule "B" of the Agreement) total \$150,000 or more.

Recipients who are multi EO agreement holders are only required to submit one set of statements.

The audit of the statements must be conducted by an external auditor in accordance with Canadian Generally Accepted Auditing Standards. Instructions for submitting Audited Financial Statements are available from the Province.

Recipients who are exempted from submitting an Auditor's Reports as outlined in Section 4.c. Auditor's Reports are not required to submit audited financial statements.

FCLMPB 2023-24 Core Budget - Final - Revised March 10, 2023

FCLMPB 2023-24 Core Budget - Final - Revised March 10, 2023		
New Chart of Accounts will be implemented	Annual Budget	Core Budget \$280,000 + Special Project \$2,500 Total Budget = \$282,500
SECTION A - CAPITAL COSTS - 50000		
	\$0	No capital costs projected
SECTION B - HUMAN RESOURCE COSTS - 60000		
Staff Salaries 60100	\$120,000	Interim Executive Director, Market Researcher/Analyst (2 FT Staff)
EI 60200	\$5,000	Employer portion
CPP 60300	\$8,000	Employer portion
Extended Health 60400	\$7,000	Chamber, Life, LTD
Consulting Services 60500	\$26,000	Report analysis LLMP, Graphic Design 3 projects
Subtotal - Human Resource Costs		\$166,000
SECTION C - OPERATING COSTS - 70000		
Staff Travel/ Meals / Accommodations 70010	\$2,000	To support Project Delivery
Staff Training & Development 70020	\$5,500	To support staff and ED training (Includes data consultant)
Professional Services 70030	\$23,000	Audits, Accounting, Payroll services
LMI Data Purchase 70040	\$2,000	Data Purchase for Projects - One Hub etc
Mail/Couriers 70050	\$1,000	To support postage costs
Office Lease/Rental 70060	\$22,000	Suite 1 - Headoffice rental space
Utilities/Maintenance 70070	\$250	AC Surcharge for Headoffice rental space (June, July, Aug)
Equipment/Lease/Rental/Service 70080	\$4,500	Photocopier Rental - Lease 4 yr term - date expires put on here
IT Services 70090	\$4,000	IT Services and Server Fees - Breakdown Nathan, Resilio etc
Office Supplies 70100	\$1,000	Consumables
Printing/Photocopying 70110	\$9,000	Printing of Projects, Photocopy charges
Telecommunications 70120	\$2,500	Phone Lines & Internet - Wightman, Internet - Hub Fees (SOS move)
Insurance 70130	\$8,000	Directory Liability & Office Contents - get insurance quote
Bank/Service Charges 70140	\$1,500	Banking Fees
Booths and Promotion 70150	\$3,000	Sponsorships and Engagement in local events, job fairs
LLMP Consultations 70160	\$750	Consultation Meeting - Venue/Food/Other
Marketing Materials/Reprints 70170	\$1,000	Advertising-Promotions - Social Media Boosts
Web Site Maintenance 70180	\$2,000	Website maintenance and updating
Memberships 70200	\$1,000	Memberships - HMA, Chamber
Translation 70230	\$3,000	Translation of LLMP
Board Meetings - 70240	\$3,000	AGM - Venue and Costs
Director Travel/Accommodations (AGM) 70250	\$2,000	AGM Member Travel
Board Training & Development 70260	\$3,000	Onboarding & Governance Training
Other Board Costs 70270	\$9,000	Software and Other LMI Tools
Partnerships 70220	\$2,500	Special Project Costs - WPO website
Subtotal - Operating Costs		\$116,500
TOTAL 2023-24 Budget		\$282,500



Victoria Jubilee Hall
111 Jackson Street S., P.O. Box 369
Walkerton, Ontario N0G2V0
519-881-2826

LEASE AGREEMENT

This Lease made the 1st day of April 2023 between the
Architectural Conservancy of Ontario - South Bruce-Grey Branch, Landlord

and

Four County Labour Market Planning Board, Tenant

witnesses that the Landlord hereby leases to the Tenant
the following premises, namely

Suite 1 (including 1B), Victoria Jubilee Hall,
as an office, and for no other purpose,

TO HOLD the said property for a term of twelve (12) months,
commencing on the 1st day of April 2023 and ending on the 31st day of March 2024.

CONDITIONS:

1. The Tenant will pay the sum of **\$1791.92 per month, \$21502,98 per year**, on or before the first of each month.
The Tenant is responsible for any taxes, duties or assessments levied by the municipal, provincial or federal governments. These will be pro-rated according to the percentage of rental space.
There will be a **\$80 per month** subsidy for air conditioning for the months of June, July and August each year.
2. During the term of occupancy, the Board Room or Reception Room in Victoria Jubilee Hall may be used for a meeting at no cost, once per quarter, provided that the room has not been previously booked for the requested date, by another party. All information regarding booking is outlined in Schedule 2, attached to this agreement.

During the term of occupancy:

- the Landlord shall be responsible for the heat and electricity as well as snow removal in the parking lot.
- the Tenant is responsible for his/her own telecommunications, and cleaning of the office space.

In addition the tenant shall:

- Carry insurance on contents belonging to the tenants, plus liability insurance of \$2,000,000 (two million dollars), which includes tenants' legal liability insurance valued at \$100,000 (one hundred thousand dollars).

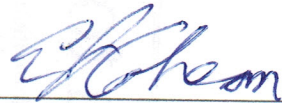
- Provide a copy of the insurance certificate to the Landlord.

Page 2

- Permit the Landlord entry to view premises at reasonable times for purpose of establishing state of repair, to do repairs, or to show premises to prospective tenants after notice of termination is received
 - Not assign or sub-let without written consent of the Landlord.
 - Leave the premises in good repair and in clean condition the same state of cleanliness and repair in which it was found.
 - Abide by the landlord's expectations, as included with this lease (Schedule 1).
3. The telephone outlets, computer outlets, light fixtures, air conditioning units, window coverings and carpeting are the property of Victoria Jubilee Hall, as is the list of furniture appended to this lease. The Tenant may remove his/her fixtures. In the event of fire, rent shall cease until the premises are repaired. In the event of non-payment or failure to perform covenants the Landlord may enter the premises.
4. Notice of intention of either party to terminate this lease at the end of the term stated herein must be given in writing to the other party no later than 60 days prior to expiration of the said term.

Signed, sealed and delivered in the presence of:

Witness



Officer or Director of ACO -
South Bruce-Grey Branch

Witness

Officer or Director of ACO -
South Bruce Grey Branch

Witness

Signing Officer for the
Four County Labour
Market Planning Board

Witness

Signing Officer for the
Four County Labour
Market Planning Board

**Schedule #1,
Lease Agreement, ACO - South Bruce-Grey Branch**

1. Use of washrooms is shared with other tenants. Use of toilets, sinks and drains shall be restricted to that for which such facility was intended. No sweepings, garbage, cloth, disposable diapers or other foreign material shall be placed therein. The cost of repair required as the result of misuse of the above apparatuses shall be borne by the people responsible.
2. Use of the kitchen facility is shared with other tenants. Everyone is responsible for his/her own cleanup. If the kitchen cannot be maintained in a cooperative and hygienic manner, there will be a kitchen maintenance costs for tenants.
3. Walks, entrances, hallways and stairs shall not be obstructed.
4. Any signs or notices to be displayed must be agreed upon by the Landlord.
5. No interior alterations may be carried out without the permission of the Landlord. The Tenant is responsible for the cost of any leasehold improvements. All alterations or additions to the premises on behalf of the Tenant shall become the property of the Landlord, without compensation to the Tenant.
6. Windows shall not be opened, due to the air conditioning of the building.
7. The Tenant is responsible for disposing of their office garbage in the dumpster located in the rear parking lot. The Tenant is also responsible for his own recyclable materials, and for any electronic waste.
8. Additional locks shall not be placed on any door without written permission from the Landlord. A key for any such lock must be given to the Victoria Jubilee Hall office, and it is understood that the lock and all keys become the property of Victoria Jubilee Hall at the end of this agreement or any subsequent renewal.
9. The Tenant shall be responsible for any damage to the premises caused by moving belongings in or out.
10. People using the office must not make or permit to be made any unreasonable noise so as to disturb or interfere with other people in Victoria Jubilee Hall.

The owners of Victoria Jubilee Hall reserve the right to make any other reasonable rules and regulations as in their judgement may be necessary for the safety, care and cleanliness of the premises and for the preservation of good order therein. The same shall be kept and observed by the occupants of the building.

Schedule #2

April 1, 20~~18~~²³

between the

Victoria Jubilee Hall Project,

Architectural Conservancy of Ontario - South Bruce-Grey Branch (Landlord)

and the

Four County Labour Market Planning Board (Tenant)

1.1 The tenant may have use of the Reception Room for 12 (twelve) meetings per year. The meeting dates will be pre-booked at the beginning of the new lease agreement (April 1, 2018) to prevent conflicts with other bookings.

1.2 Any additional meetings should be booked two (2) to three (3) weeks in advance.

No less than three (3) days notice will be given to the Administration Office of Victoria Jubilee Hall if a meeting is to be cancelled.

1.3 As per the original lease, the Reception Room may be used by the Tenant at no cost, once per quarter.

Additional meetings will be at the current rental rate.

2. When the kitchen facilities will be needed for meetings, the Tenant is requested to advise the Victoria Jubilee Hall Administrator well ahead of time, in order to prevent conflicts with other tenants.

3. Table cloths are available from Victoria Jubilee Hall at a cost of \$5 per table cloth.

4. Garbage / refuse from all meetings is to be bagged, and recyclables placed in blue boxes, in the Reception Room.

EDUCATION

- Waterloo-Laurier Graduate Program in Geography** Waterloo, Canada
Master of Environmental Studies (Environmental Data Analytics) 2023 (Expected)
- The Chinese University of Hong Kong** Hong Kong
Master of Philosophy, Government and Public Administration 2017
(GPA: 3.34) (Hong Kong Government Postgraduate Studentship, 2014-2016)
- Peking University (PKU)** Beijing, China
Bachelor of Laws (International Politics) (GPA: 3.52) 2014
(Lee Shau Kee Scholarship, 2010-2014, May Fourth Scholarship, 2012, 2nd Prize of National Prize (Hong Kong, Macau and Overseas Chinese) 2012)

WORK EXPERIENCE

- Graduate Teaching Assistant, Wilfrid Laurier University** Waterloo, Canada
Jan 2023 - Apr 2023
- Teach students R programming skills in lab sessions of “Geographical Research Methods” course
- Registration and Electoral Office, Hong Kong Government** Hong Kong
Electoral Officer (Elections) Oct 2021 - Aug 2022
- Deployed and trained over 2,400 staff for the 2021 Legislative Council General Election (LCGE)
 - Managed and Analyzed 2021 LCGE election data to recommend procedural enhancements
 - Trained over 1,000 staff for the 2022 Chief Executive Election (CEE)
 - Managed and Analyzed training data of 2022 CEE to recommend procedural enhancements
 - Supervised a team of 20 electoral assistants and general assistants
- Home Affairs Department, Hong Kong Government** Hong Kong
Executive Officer (Development), Tuen Mun District Office June 2018 - Oct 2021
- Recommended consultation strategies for development projects
 - Reviewed technical reports of development projects
 - Liaised with local stakeholders and elected lawmakers on project implementation
 - Project types handled include: land reclamation, landfill extension, housing development, and railway and strategic roadwork development, etc.
- Architectural Services Department, Hong Kong Government** Hong Kong
Executive Officer (Quantitative Surveying) Jun 2016 - Jun 2018
- Supervised a team of 12 to provide administrative support to over 200 staff
 - Managed the deployment and performance of over 200 staff

LANGUAGE AND TECHNICAL SKILLS

- Chinese (Native) (Mandarin and Cantonese), English (Full Proficiency)
- ArcGIS Pro, Beyond 2020, Content Analysis, GIS-Multi-criteria Decision-making models, R programming, Python, PostgreSQL