CONTACT **NORTH** **NORD** Supporting Rural & Remote Ontario
Soutenant l'Ontario rural et éloigné

Thunder Bay Operations Centre/Centre des opérations de Thunder Bay
1139, promenade Alloy Drive, Suite/bureau 104
Thunder Bay, Ontario P7B 6M8
T: 807-344-1616 F: 807-344-2390 1-877-999-9149

February 9, 2021

Via e-mail to marc.betsworth@ontario.ca

Mr. Marc Betsworth
Senior Policy Advisor
Digital Learning Policy Branch
Ministry of Colleges and Universities
15, 315 Front Street West
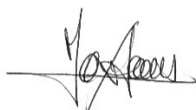Toronto ON M7A 0B8

Dear Marc:

Re: Contact North | Contact Nord 2021-2022 Funding Request

On behalf of Contact North | Contact Nord, I am pleased to submit our 2021-2022 Funding Request
to the Ministry of Colleges and Universities.

My colleagues and I are on standby to respond to any questions you may have.

We look forward to negotiating the 2021-2022 Transfer Payment Agreement in time for an April 1,
2021 disbursement of funds.

Sincerely,

Maxim Jean-Louis
President – Chief Executive Officer

Attachment (1)

CONTACT NORTH Supporting Rural & Remote Ontario
NORD Soutenant l'Ontario rural et éloigné

www.contactnorth.ca

CONTACT NORTH | CONTACT NORD
2021-22
BUSINESS PLAN
AND FUNDING REQUEST
TO GOVERNMENT OF ONTARIO

Ontario's community-based bilingual distance education and training network helping underserved residents in 800 small, rural, remote, Indigenous and Francophone communities get jobs by providing equitable access to education and training without leaving their communities

February 9, 2021

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A Community-Based Network

As Ontario's community-based bilingual distance education and training network, Contact North | Contact Nord helps underserved residents in 800 small, rural, remote, Indigenous and Francophone communities get jobs by providing equitable access to education and training without leaving their communities.

We respond to 1,000,000+ requests per year from Ontarians and provide five local services:

- Information on available online programs and courses from Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers (Ontario's education and training providers)
- Assistance with the registration process for their program or course of choice, referrals to other local support services, and assistance with financial information
- Free use of computer workstations and high-speed Internet access to complete their online courses
- Free use of web conferencing and videoconferencing distance learning platforms to connect to, and participate in, their live online programs and courses
- Supervision of written exams and tests

We generate 62,000+ course registrations per year for Ontario's education and training providers.

Our local staff in 116 online learning centres located in communities across Ontario deliver these services in English and French.

Our province-wide Student Information Hotline and our studyonline.ca / etudiezenligne.ca and e-channel.ca / apprentissageenligne.ca portals provide information and resources for students and prospective students.

Our portals support 920,000 pageviews per year.

Contact North | Contact Nord is funded by the Government of Ontario through the Ministry of Colleges and Universities.

Contact North | Contact Nord Operational Framework

On January 20, 2021, the Contact North | Contact Nord Board of Directors unanimously approved the Contact North | Contact Nord Operational Framework, including five Strategic Directions that guide its operations.

A copy of the Operational Framework is available on the next page, which includes:

1. Strategic Directions
2. Situation
3. Inputs
4. Activities
5. Target Groups
6. Outputs
7. Operational Challenges
8. Risks

CONTACT NORTH | CONTACT NORD OPERATIONAL FRAMEWORK IN SUPPORT OF ONTARIO POST-COVID-19 RECOVERY

As Ontario's community-based bilingual distance education and training network, Contact North | Contact Nord helps underserved residents in 800 small, rural, remote, Indigenous and Francophone communities get jobs by providing equitable access to education and training without leaving their communities.

1. STRATEGIC DIRECTIONS

1. Provide unemployed Ontarians and Ontarians on social assistance with equitable access to the education and training they need to get jobs and exit provincial support systems.
2. Build on a special collaboration with Indigenous communities to help an increasing number of Indigenous learners reach their goals.
3. Expand the shared service, live synchronous platforms available to education and training partners in light of the massive shift of college and university courses to live delivery via web and videoconferencing platforms.
4. Prioritize the promotion of short courses and training opportunities to help Ontarians get the skills they need for their current and future jobs, while continuing to target 60% or more of the student registrations we generate in college and university courses.

8. RISKS

1. The Government of Ontario orders another temporary closure of non-essential workplaces due to COVID-19, affecting Contact North | Contact Nord's ability to provide in-person services.
2. A significant number of students do not return to online learning centres due to COVID-19-related health and safety concerns, reducing the overall need for the physical locations and impacting outcomes related to services provided at the online learning centres.
3. Students or Contact North | Contact Nord staff member infect a group of students and staff at one or more online learning centres or it is determined Contact North | Contact Nord is not following its COVID-19 health and safety protocols, impacting Contact North | Contact Nord's reputation.
4. A drastic reduction in Contact North | Contact Nord's annual operating grant $9,877,443 from the Government of Ontario in 2021-2022.
5. Drastic loss of rent-free space in communities to house 116 local online learning centres, leading to fewer online learning centres available to serve Ontarians and/or a gap in the centres' availability.
6. The Government of Ontario directs the merger of online learning support organizations in the province into a single entity.
7. Partners — government, education and training providers, communities — determine Contact North | Contact Nord is not delivering results to justify its annual $9,877,443 grant from the government.
8. Contact North | Contact Nord's two online learning delivery platforms crash repeatedly, and students and institutions lose confidence in Contact North | Contact Nord's ability to deliver at critical times.
9. Education and training providers opt to use their own online learning platforms rather than those available from Contact North | Contact Nord or become more confident in their internal ability to host and maintain online learning platforms, leading to a reduction in use.
10. Negative student and education and training provider experiences with Contact North | Contact Nord's services go viral on social media, impacting Contact North | Contact Nord's reputation.

7. OPERATIONAL CHALLENGES

1. Renewal of technology infrastructure that reached end of life.
   This infrastructure — servers, workstations, distance delivery platforms, routers, switches and other equipment — has a maximum five-year life cycle and much of Contact North | Contact Nord's infrastructure is at the five-year point.
2. Staff training and development
   With 250 staff spread out in six regions across the province and two operations centres in Sudbury and Thunder Bay, there are:
   • 100 staff recruitment campaigns annually and high turnover due to:
     - Highly qualified staff who leave Contact North | Contact Nord for other opportunities within the community; and
     - Many positions are part-time, paying minimum wage with fluctuating hours, and are dependent on demand for services at the online learning centres.
3. Broadband Internet connectivity
   Access to broadband Internet continues to be a challenge in the rural and remote communities we serve, particularly Far North and Indigenous communities.

2. SITUATION

• 4 million Ontarians live in small, rural, remote, Indigenous and Francophone communities.
• Many of them do not have ready access to a college or a university to get a degree, diploma or certificate, or upgrade skills that would lead to jobs.
• Many rural and remote communities have poor or no access to affordable broadband.
• Ontarians in these communities often have to relocate to pursue their education and incur related costs, including travel, accommodation, meals and other costs of attending on-campus classes.
• They can no longer contribute economically and socially to the communities they left.
• Ontarians in these districts and counties have lower levels of education and training — and higher unemployment rates — than the provincial average.
• Many Ontarians in these small, rural, remote, Indigenous and Francophone communities require education and training to prepare for new employment opportunities opening up or to address specific local challenges, such as a major employer shutting down.

Wheel diagram with segments:
1. STRATEGIC DIRECTIONS
2. SITUATION
3. INPUTS
4. ACTIVITIES
5. TARGET GROUPS
6. OUTPUTS
7. OPERATIONAL CHALLENGES
8. RISKS

5. TARGET GROUPS

1. Underserved Ontarians in 800 small, rural, remote, Indigenous and Francophone communities.
2. Special focus on serving five groups of underserved Ontarians:
   • Employment Ontario clients (unemployed)
   • Ontario Works clients
   • People with disabilities
   • Incarcerated
   • Newcomers and refugees
3. Special collaboration with Indigenous and Francophones as per Contact North | Contact Nord's Mandate.
4. Faculty and instructors from Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers.
5. 4,282 local and provincial community-based organizations.

6. OUTPUTS (April 1, 2019 to March 31, 2020)

1. 62,118 student registrations generated and supported.
2. 1,055,247 requests for services fulfilled.
3. 36 province-wide targeted recruitment campaigns executed.
4. 116 local online learning centres and 213 access points maintained.
5. 6,199 inquiries to the Student Information Hotline fulfilled.
6. 6,795 calls to the Technical Hotline supported.
7. 294,623 visitors generated 921,218 pageviews of portals.
8. Partnerships established with 177 Ontario Works offices.
9. Partnerships established with 188 Employment Ontario offices.
10. 99.9% up time on distance delivery platforms during scheduled activity.

3. INPUTS

1. $9,877,443 annual investment by the Government of Ontario in 2020-2021 (1.3% increase from 2019-2020) to provide equitable access to education and training for Ontarians in rural and remote communities.
2. An ongoing suite of free shared services provided by Contact North | Contact Nord to students taking online courses from 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers.
3. Free use of video and web conferencing platforms and an open source learning management system.
4. Free training on the effective use of the platforms reduces training costs for individual providers.
5. Free local recruiting services in 800 small, rural, remote, Indigenous and Francophone communities reduces the per-student cost of recruitment and helps maximize the investment in developing online programs and courses by helping to ensure courses have economically viable numbers of students.
6. 250 Contact North | Contact Nord staff in six regions: 170 part-time (paid minimum wage) and 80 full-time across Ontario.
7. 116 online learning centres operated across Ontario as a three-way partnership, with individual communities contributing the space, Contact North | Contact Nord contributing the staff, technology and equipment, and the Government of Ontario contributing the funding. The Sudbury Operations Centre and Thunder Bay Operations Centre also serve as online learning centres. Contact North | Contact Nord rents space for these two locations.
8. 27 online learning centres in Indigenous communities.
9. 213 access points across Ontario where local residents can access a smaller number of Contact North | Contact Nord services.
10. Liaison with 4,282 local organizations across Ontario.
11. Advice for Ontario government on the role of online learning as a cost-effective means to provide equitable access to education and training to underserved Ontarians leading to jobs.
12. Contribute online learning expertise to external stakeholders.

4. ACTIVITIES

1. Free, personalized, local support services in English and French to students and prospective students using Contact North | Contact Nord's 116 local online learning centres and 213 access points, including:
   • Information about available online programs and courses
   • Assistance with registration for online program or course of choice and information on financial help
   • Free use of computer workstations and high-speed Internet access
   • Free use of web conferencing and videoconferencing distance learning platforms
   • Supervision of written and online exams and tests
2. During the COVID-19 pandemic and similar situations, provide free, virtual support services, in English and French, to students and prospective students, including:
   • Information about available online programs and courses
   • Assistance with registration for online program or course of choice and information on financial help
3. Collaboration with local Ontario Works and local Employment Ontario offices to refer clients who need education and job training to Contact North | Contact Nord for support.
4. Personalized support for students using their home computers to participate in courses delivered via Contact North | Contact Nord's web conferencing platforms.
5. Targeted recruitment campaigns for Ontario colleges and universities to generate registrations.
6. Tracking students' progress on their education and employment goals.
7. Instructor orientation and training programs, in English and French, for users of Contact North | Contact Nord's videoconferencing and web conferencing platforms.
8. Technical support in English and French from 7:30 a.m. to 10:30 p.m., Monday to Friday, for all Contact North | Contact Nord's information technology resources supporting the 116 online learning centres, 213 access points, students, faculty and instructors, and all stakeholders across Ontario using Contact North | Contact Nord's services.
9. Portals include contactnorth.ca/contactnord.ca, studyonline.ca/etudiezenligne.ca, teachonline.ca, echannel.ca/apprentissageenligne.ca, eclasses.contactnorth.ca (portal providing student access to web conferencing platform) and e-channel.contactnorth.ca (portal providing student access to e-Channel courses).

CONTACT NORTH NORD Supporting Rural & Remote Ontario
Soutenant l'Ontario rural et éloigné

2021-2022 Funding Request and Outcomes Executive Summary

The specific details and related budgets can be found on the pages indicated below each summary.

2020-2021 Operating Funding Request

Contact North | Contact Nord requests annual operating funding of $9,751,469 for 2021-2022, which represents the same level of funding as 2020-2021.

2021-2022 Operating Outcomes

By March 31, 2022, Contact North | Contact Nord will deliver the following 10 outcomes for underserved Ontarians in 800 small, rural, remote, Indigenous and Francophone communities:

1. 62,400 registrations generated
2. 1,365,245 requests for services fulfilled
3. 140 Educational Partner Information Sessions organized
4. 128 local online learning centres and 213 access points maintained
5. 6,480 inquiries to the Student Information Hotline fulfilled
6. 5,000 calls to Technical Hotline supported
7. 392,419 visitors generated 1,256,200 pageviews of portals
8. 170 Ontario Works offices engaged supporting 390 clients
9. 188 Employment Ontario offices engaged supporting 1,953 clients
10. 97% uptime on distance delivery platforms

See page 6 for the 2021-2022 Project Activities and page 27 for the 2021-2022 Operating Budget.

2021-2022 Project Activities

The Projections from the 5-Year Framework, used to identify 2021-2022 Proposed Outcomes, are included on pages 22-23.

1. Registration, Advisory Services and Online Learning Centres	
Activity	2021-2022 Proposed Outcomes
a. Operate and maintain free of charge, high-touch, local support services in English and French to students and prospective students of its Education and Training Providers that are within the Target Base using its 128 online learning centres and 195 Access Points. Each online learning centre and Access Point shall be operated in a manner conducive to academic study and shall offer the following free services to the Target Base, to be scaled according to demand: i. The use of distance delivery platforms (including, by way of example only, web and video conferencing platforms) and computers equipped with ii. Internet access (using the highest connection speeds available). iii. Advisory services including, without limitation: • assistance with registration in online courses and programs;	• 128 online learning centres and 213 access points open and available for students and prospective students to access free, personalized local support services. • 1,365,245 requests for services. • 62,400 student registrations in online courses from Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers and 50 skills development providers. • 5,000 support requests to the IT Technical Hotline (each support request can take up to 30 minutes to fulfill based on the nature of the request). • 3,000 exam invigilation sessions (invigilation of an exam can take up to three hours) for students from Ontario's colleges, universities, district school boards, Independent Learning Centre (ILC) and Indigenous institutes.

1. Registration, Advisory Services and Online Learning Centres	
Activity	2021-2022 Proposed Outcomes
- the provision of current information on available online programs and courses; - the provision of current information on educational financial aid options; - referrals to colleges and universities for career and educational mapping; - referrals to other local educational and employment support services; and - moral support and encouragement. iv. Technical support in respect of the use of on-site computers, tools and equipment. v. A dedicated quiet study space. vi. Exam invigilation services.	
b. Secure the facilities for the online learning centres in rent-free space.	126 local online learning centres in rent-free space provided by a local community partner (the two operations centres in Sudbury and Thunder Bay make up the 128 online learning centres). - This operating model generates estimated savings of $962,000 annually for space. - All partnership agreements for rent-free space up-to-date and copies on file in a database.
c. Staff and operate the Student Information Hotline	Student Information Hotline operates during advertised operating hours of 8:00 a.m. to 5:00 p.m. Eastern Time Monday to Friday.

1. Registration, Advisory Services and Online Learning Centres	
Activity	2021-2022 Proposed Outcomes
	• Student Information Officers respond to 6,480 inquiries (each inquiry can take up to 30 minutes to fulfill based on the nature of the inquiry).

Summary of Metrics Related to these Activities	
Metric	Target
Number of student registrations in online courses and programs (offered by the Education and Training Providers) generated by Contact North | Contact Nord and broken down by sector (e.g., college, university, literacy and basic skills, etc.)	62,400
Number and nature of registration-related requests for services received from the Target Base, by the Student Information Hotline.	6,480
User trends and detailed anonymous demographic information for individuals accessing each existing online learning centre.	
Number of online learning centres and Access Points in operation (categorized by location and anonymous client demographics).	341 (128 online learning centres and 213 access points)
Number of requests for services received and fulfilled by the Student Information Hotline and by staff at the online learning centres.	1,365,245

2. Shared and Collaborative Services	
Activity	2021-2022 Proposed Outcomes

a. Provide its recruitment and local services as a core shared service.	• Recruitment and local support services to students available to Ontario's:
	  o 24 public colleges
	  o 22 public universities
	  o 9 Indigenous Institutes
	  o 76 district school boards
	  o 200 literacy and basic skills providers
	  o 50 skills development training providers
	• 62,400 student registrations in online courses for all categories of providers.

b. Provide Education and Training Providers with data on specific programs and courses not currently available online for which there is learner or labour market demand.	• Share requests for different online programs and courses not currently available with education and training providers.
c. Organize and host Educational Partner Information Sessions where colleges and universities present two of their online programs in an online session help local recruitment staff to maximize course and program registrations from the Target Base.	• Organize and host 140 Educational Partner Information Sessions. • The information sessions provide an opportunity for our Online Learning Recruitment Officers and Student Recruitment & Services Representatives to interact directly with the college and university partners to learn all pertinent details to recruit students for the respective programs.

d. Engage with those Ontario Works and Employment Ontario offices whose clients include individuals within the Target Base, to promote, advise and facilitate their clients' enrolment into online courses and programs, as appropriate.	• Contact North | Contact Nord engages with:
	  o 170 Ontario Works offices (65 of these offices are in Indigenous communities)
	  o 188 Employment Ontario offices
	• An "engaged" Ontario Works or Employment Ontario office is a local office that:

2. Shared and Collaborative Services	
Activity	2021-2022 Proposed Outcomes
	1) Refers its clients, who need local access to education and training, to the closest Contact North | Contact Nord online learning centre for the following eight support services: • Assistance with identifying online program and course options to meet the client's specific education and training needs • Assistance with the registration process for the client's selected courses • Assistance with information on additional funding options or special needs services from the education and training provider • Use of computer workstations and Internet access to complete coursework in the client's chosen online programs and courses • Orientation on using the computers at the online learning centre and how to navigate the client's programs and courses • Use of the web conferencing or videoconferencing platforms to connect to live courses • Exam invigilation service at a local Contact North | Contact Nord online learning centre • Reporting on attendance when required by Ontario Works or Employment Ontario (only when consent to share is in place with the client) 2) May make space available in their office for Contact North | Contact Nord staff to meet directly with their clients to determine how Contact North | Contact Nord can support the client with one or more of the services noted in 1) above. 3) Receives referrals from Contact North | Contact Nord for clients who may need its services (this is primarily referrals to Employment Ontario but also includes additional resources that may be available via Ontario Works for their clients entering education or training, such as assistance with childcare costs, course/training costs and/or supplies).

2. Shared and Collaborative Services	
Activity	2021-2022 Proposed Outcomes
	4) Facilitates consent to share agreement between Ontario Works, Contact North | Contact Nord and client and/or Employment Ontario to report on client attendance and course/training programming progress. • • Contact North | Contact Nord generates 1,500 online course registrations from supported Ontario Works clients and 10,000 online course registrations from supported Employment Ontario clients. • A "supported" Ontario Works or Employment Ontario client is one who is supported by Contact North | Contact Nord staff who helps the individual access one or more of the following services: 1) Assistance with identifying online program and course options to meet the client's specific education and training needs 2) Assistance with the registration process for the client's selected courses 3) Assistance with information on additional funding options or special needs services from the education and training provider 4) Use of computer workstations and Internet access to complete coursework in the client's chosen online programs and courses 5) Orientation on using the computers at the online learning centre and how to navigate the client's programs and courses 6) Use of the web conferencing or videoconferencing platforms to connect to live courses 7) Exam invigilation service at a local Contact North | Contact Nord online learning centre 8) Reporting on attendance when required by Ontario Works or Employment Ontario (only when consent to share is in place with the client)
e. Provide a suite of free shared services to the Target Base and the Education and Training Providers consisting of the following:	3 Shared Service Learning Platforms

2. Shared and Collaborative Services	
Activity	**2021-2022 Proposed Outcomes**
o Web conferencing platform o Videoconferencing platform o Moodle Learning Management System o Training for faculty and instructors of the Education and Training Providers in English and French, on the use of technology platforms to deliver their online programs and courses o Technical support as further described in Section 3 (a).	Since 2003, Contact North | Contact Nord has offered 3 shared service learning platforms, at no charge, for Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers: • Web conferencing (Adobe Connect and Zoom) • Videoconferencing platform • Moodle Learning Management System Platforms available 97% of the time for student and education and training provider use. <u>Platform Users</u> 1) 20 education and training providers use the web conferencing and/or videoconferencing platforms to deliver their online live courses to students in communities across Ontario. These colleges and universities are also making use of the web conferencing platform to deliver tutoring sessions for their students. 2) Four education and training providers use the Moodle learning management system to deliver their courses and as a secure tool for Contact North | Contact Nord staff to download student exams for invigilation purposes and staff to upload completed exams, and two education and training providers use the platform to deliver their online courses. 3) Students use the web conferencing and videoconferencing platforms to participate in their live online courses from our online learning centres in communities across Ontario. Students can also access the web conferencing platform from their home computer or mobile device.

2. Shared and Collaborative Services	
Activity	2021-2022 Proposed Outcomes
	User Demand Demand for the use of the platforms continues to grow, with a projected 1,873 courses delivered in 2020-2021 via the web conferencing platform. Due to the temporary closures of the online learning centres in 2020-2021, there were no videoconferencing courses offered. We expect the four education and training providers to continue to use the Moodle learning management system in 2021-2022. **Outcomes** The platforms are projected to support 21,840 student registrations (35% of the target 62,400 registrations) in 2021-2022. **Training for College and University Faculty and Instructors** • Contact North I Contact Nord delivers training to 450 faculty and instructors on How to Use the Web Conferencing Platform to Teach Effectively during the period. • 64 web conferencing resources available. • 11 videoconferencing resources available. **Technical Support** • 5,000 support requests to the IT Technical Hotline (each support request can take up to 30 minutes to fulfill based on the nature of the request).

Summary of Metrics Related to these Activities	
Metric	Target
Number of Ontario Works and Employment Ontario office partnerships established	Ontario Works: 170 Employment Ontario: 188
Number of Ontario Works and Employment Ontario clients served.	Ontario Works: 390 Employment Ontario: 1,953
Number of online course and program registrations by Ontario Works and Employment Ontario clients.	Ontario Works: 1,500 Employment Ontario: 10,000
Number and type of online and distance education delivery tools used by faculty and instructors of the Education and Training Providers to facilitate and enhance online and distance course delivery.	3
Number of Faculty and Instructors trained on the Recipient's online delivery tools and resources.	500

3. Information Technology (IT) & Web Services	
Activity	2021-2022 Proposed Outcomes
a. Provide technical support services in English and French from 7:30 a.m. to 11:00 p.m. Eastern Time, Monday to Friday, for all information technology resources used by students, faculty, instructors and any other stakeholders, as required.	• Technical support available for students, faculty, instructors from Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers and other stakeholders as required during the advertised hours. • 5,000 support requests to the IT Technical Hotline (each support request can take up to 30 minutes to fulfill based on the nature of the request).
b. Manage and maintain Contact North | Contact Nord's online portals and websites.	• Three Contact North | Contact Nord portals (English and French) available for student and general public use. • 392,419 users generate 1,256,200 pageviews on portals: o studyonline.ca / etudiezenligne.ca. o contactnorth.ca / contactnord.ca. o e-channel.ca / apprentissageenligne.ca. • Collection of program and course information complete for all academic semesters for posting to studyonline.ca / etudiezenligne.ca. • Monitor portals continuously to ensure posted content is current and up-to-date.
c. Manage, maintain and ensure the security, performance, stability and reliability of Contact North | Contact Nord's information technology infrastructure, including without limitation, Internet connectivity, telecommunications, hardware, software, web conferencing and videoconferencing platforms, and the Moodle learning management system.	• Manage all information technology infrastructure to ensure high quality services delivered for students and education and training providers. • All information technology infrastructure available 97% of the time.

3. Information Technology (IT) & Web Services	
Activity	2021-2022 Proposed Outcomes
d. Undertake to deliver uninterrupted services (i.e., less than 5% downtime during service hours) in connection with the IT and Web Service resources utilized by students, faculty, instructors, staff, and other stakeholders.	• Contact North | Contact Nord achieves 97% uptime on its services.
e. Continually enhance broadband Internet access at online learning centres as service becomes available/improved in Target Base communities.	• Upgrades complete where new services are available from providers.

f. Develop, manage and maintain the IT and communications infrastructure necessary to perform activities and to meet the objectives and obligations, including reporting obligations.	• Manage and maintain all IT and communications infrastructure to perform Project Activities, including reporting requirements.
	• Implement the Action Plan to Modernize Contact North | Contact Nord Information Technology (IT) & Web Services with 5 targeted outcomes:
	  o Deliver improved and expanded services
	  o Increase efficiency and capacity
	  o Ensure full reliability and redundancy
	  o Provide customized support to students and education and training providers
	  o Leverage new and emerging technologies
	
	See Appendix 1 for the Action Plan.

Summary of Metrics Related to these Activities	
Metric	Target
Number and nature of IT support requests fulfilled.	5,000
Up time on distance delivery platforms per operating system reports:	97%

4. Communications and Marketing	
Activity	2021-2022 Proposed Outcomes
a. Develop and implement strategies to maximize student registrations in online programs and courses offered by the Education and Training Providers to the Target Base.	• 140 Educational Partner Information Sessions organized where the public colleges and universities brief Contact North I Contact Nord's recruitment team on specific online programs so the team can undertake marketing and recruitment campaigns throughout Ontario to recruit students for the programs. • Semester-based versions of Online Programs from Ontario's Public Universities and Online Programs from Ontario's Public Colleges, a digital guide to the online and distance programs from Ontario's public universities and colleges available via studyonline.ca / etudiezenligne.ca. • Produce and distribute posters, flyers, and trade show materials to support awareness activities. • Develop and implement local print and radio advertising campaigns.
b. Develop and implement marketing and communication strategies to enhance and promote awareness of Contact North	Contact Nord's services within the Target Base using a combination of traditional and digital media platforms (e.g., social media, GoogleAds, radio, print, etc.).	• Utilize Google Adwords to drive traffic to the studyonline.ca / etudiezenligne.ca portal for students and prospective students. • Maintain corporate and local Facebook and Instagram pages to engage with students and prospective students. • Maintain corporate Twitter page to engage with students and prospective students. • Maintain corporate LinkedIn page to engage with students and prospective students.
c. Provide information about its services to current and prospective learners within the Target Base and to its Education and Training Providers.	• Engage with 4,721 local organizations across Ontario to recruit and support underserved Ontarians. • Liaise with Ontario's 24 public colleges and 22 public universities to provide information on Contact North	Contact Nord's services and identify opportunities for targeted recruitment campaigns.
d. Engage with stakeholders on Contact North	Contact Nord's activities and strategic direction.	• Contact North	Contact Nord provides regular updates to its stakeholders on activities and strategic directions, including: ○ Ontario's education and training providers

4. Communications and Marketing	
Activity	2021-2022 Proposed Outcomes
	o Local partners who host the 126 local online learning centres (the operations centres in Sudbury and Thunder Bay account for the remaining two online learning centres and are housed in leased space) and 213 access points o Provincial and local decision-makers
e. Track and analyze the results of marketing campaigns including, without limitation, engagement and conversion metrics related to its social media and digital marketing initiatives.	• 392,419 users generate 1,256,200 pageviews on portals: o studyonline.ca / etudiezenligne.ca o contactnorth.ca / contactnord.ca o e-channel.ca / apprentissageenligne.ca
f. Develop and adhere to the public communications protocol to be developed with the Province.	• Adhere to all communications protocols.

Summary of Metrics Related to these Activities	
Metric	Target
Social media reach and engagement metrics supported by reports issued by each platform provider.	No specific target
Conversion and engagement metrics for each media campaign	No specific target
Detailed web traffic stats (categorized by site).	392,419 users generate 1,256,200 pageviews on portals

5. Administration	
Activity	2021-2022 Proposed Outcomes
a. Staff, office space rentals in respect of its Sudbury and Thunder Bay Operations Centres, and appropriate equipment and technology to support its operations.	Staff • Deploy 264 staff in communities across Ontario delivering services (an increase of 14 over 2020-2021 to staff the 12 new online learning centres). • Promptly fill staff vacancies promptly to avoid gaps in service. Operations Centres • Leases in place for the Sudbury Operations Centre (expiry February 28, 2023, with option to renew for 5 additional years) and Thunder Bay Operations Centre (expiry November 30, 2022, with option to renew for 5 additional years). Appropriate Equipment and Technology • All appropriate equipment in place for efficient operation of both operations centres. • Technology infrastructure operational 97% of the time to support operations.
b. Travel expenditures for staff and members of the Board of Directors that are directly attributable to and necessary for achieving the activities.	• All travel expenditures for staff and members of the Board of Directors directly attributable to and necessary for achieving the objectives of the Project and incurred in accordance with Contact North | Contact Nord Financial Policy. • The Financial Policy, approved by the Contact North | Contact Nord Board of Directors, meets the requirements of the Broader Public Sector Expenses Directive, 2020. • In applying Contact North | Contact Nord's policy, staff apply appropriate conflict of interest rules that reflect the spirit of Regulation 381/07 of the *Public Service of Ontario Act*, 2006.
c. Professional services (i.e., financial, legal, procurement, consulting, web hosting, etc.).	• Acquire professional services in accordance with Contact North | Contact Nord Financial Policy as required to support its operations.

5. Administration	
Activity	2021-2022 Proposed Outcomes
d. Administration necessary to carry out the activities and to meet the reporting obligations.	• Complete administration necessary to meet the project objectives and reporting requirements in accordance with internally developed policies. • Distribute eight monthly CEO Updates to the Board of Directors on Operations. • Audio briefing on operations with the Chair of the Board of Directors every two weeks. • Four quarterly meetings of the Board of Directors. • Weekly Updates by each member of the operations team on their respective deliverables. • Daily updates on operations by front end recruitment and service departments. • Prepare and submit all required reports to the Ministry of Colleges and Universities.
e. Prepare and deliver a Performance Report to the Province covering the Term, which reports on the goals, activities, performance measures and metrics set out in the 2021-2022 Transfer Payment Agreement.	• Prepare and submit Performance Report for the period April 1, 2021, to March 31, 2022.

Projections from the 5-Year Framework

Actions	2020-2021 Target	2020-2021 Projected	2021-2022 Target	2022-2023	2023-2024
Performance Indicators					
Requests for Services Fulfilled	917,555	1,241,132	1,365,245	1,501,770	1,651,947
Registrations Generated	62,400	62,400	62,400	66,400	70,400
Educational Partner Information Sessions Organized (English- and French-language)	54	117	140	150	160
Small, Rural, Remote, Indigenous, Francophone Communities Supported	800	807	807	807	807
Pageviews of Portals Supported	708,398	1,142,000	1,256,200	1,381,820	1,520,002
Student Information Hotline Inquiries Fulfilled	6,480	5,705	6,480	6,804	7,144
Exams Invigilated	13,410	1,711	3,000	3,300	3,630
Instructors Supported	210	444	500	525	551
Visitors to Portals Supported	238,465	373,732	392,419	412,040	432,642
Ontario Works Referral Partners Engaged	195	170	170	195	195
Ontario Works Clients Supported	175	312	390	488	609
Registrations from Ontario Works Clients	1,500	1,323	1,500	1,650	1,815
Employment Ontario Referral Partners Engaged	213	188	188	213	213
Employment Ontario Clients Supported	400	1,563	1,953	2,442	3,052
Registrations from Employment Ontario Clients	3,000	9,124	10,000	11,000	12,100

Actions	2020-2021 Target	2020-2021 Projected	2021-2022 Target	2022-2023	2023-2024
Online Learning Centres and Access Points Operated	323	329	341	341	341
Organizations Engaged	4,721	4,721	4,721	4,957	5,205
Calls to Technical Support Hotline Fulfilled	4,984	8,784	5,000	4,950	4,901
Staff Deployed (66% are part-time @ minimum wage, 1 staff member salary is greater than $100,000)	265	250	264	264	264
Correctional Facilities Engaged	14	-	-	10	14
Shared Services - Technology					
Web Conferencing Platform	1,430	1,873	1,502	1,577	1,655
Videoconferencing Platform	300	0	50	100	100
Moodle Learning Management System		246	100		
Budget					
Base Operating Funding from Ontario	$9,995,257	$9,877,443	$9,751,469	$9,751,469	$9,751,469
% of Base on Administration	9.79%	8.90%	9.79%	9.79%	9.79%
Governance					
Board Meetings	4	4	4	4	4
Audit Committee Meetings	1	1	1	1	1
CEO Updates	10	10	10	10	10

Project Outcomes and Performance Measures

1. For 2021-2022, Contact North | Contact Nord will measure and report on the following 13 outcomes using internally collected data and reports from external tools:

   1) Number of student registrations in online programs and courses broken down by sector (college, university, district school board, literacy and basic skills, and training)
   2) Number and nature of registration-related requests for services fulfilled by the Student Information Hotline
   3) Number of online learning centres and access points in operation
   4) Number and nature of IT support requests fulfilled
   5) Up time on distance delivery platforms
   6) Social media reach and engagement metrics
   7) Detailed web traffic stats
   8) Number of advisory requests received by the Student Information Hotline and by staff at its online learning centres
   9) Number of office partnerships established with Ontario Works and Employment Ontario
   10) Number of Ontario Works and Employment Ontario clients served
   11) Number of online program and course registrations by Ontario Works and Employment Ontario clients
   12) Number and type of online and distance education delivery tools used by faculty and instructors of the Education and Training Providers to facilitate and enhance online and distance course delivery
   13) Number of faculty and instructors trained on Contact North | Contact Nord's online delivery tools and resources

2. For 2021-2022, Contact North | Contact Nord will measure and report on the following three outcomes via a survey of its client base conducted by an independent expert firm, starting in April 2022 (reported finished by June 2022):

   1) The direct impact of Contact North | Contact Nord's services on its clients' academic program completion rates
   2) The direct impact of Contact North | Contact Nord's services on its clients' employment rates
   3) User trends and detailed anonymous demographic information for individuals accessing each existing online learning centre

   The survey will target Contact North | Contact Nord clients during the period April 1, 2021, to March 31, 2022, with a combination of online and telephone assisted surveys. The report will identify global results across Ontario and will be aggregated by online learning centre to produce the online learning centre-specific results.

   The 2021-2022 Performance Report will include detailed reports from the independent expert firm to address each of the three outcomes above. The complete data files will be available to the Ministry of Colleges and Universities.

The 2021-2022 research builds on the surveys completed in 2019 and 2020, which provide baseline information for trend analysis.

Summary of Project Outcomes and Performance Measures

Description	2021-2022 Metric
Number of student registrations in online programs and courses (offered by the Education and Training Providers), which are directly attributable to Contact North | Contact Nord's activities and supports, and broken down by sector (e.g., college, university, literacy and basic skills, etc.).	62,400
Number and nature of registration-related requests for services received from the Target Base, by the Student Information Hotline	6,480
Number of online learning centres and access points in operation (categorized by location and anonymous client demographics).	341 in total: 128 online learning centres 213 access points
Number and nature of IT support requests from faculty and instructors within the Target Base	5,000
Up time on distance delivery platforms per operating system reports	97%
Detailed web traffic stats (categorized by site)	392,419 users generate 1,256,200 pageviews on portals on studyonline.ca / etudiezenligne.ca, contactnorth.ca / contactnord.ca and e-channel.ca / apprentissageenligne.ca.
Number of advisory requests received by the Student Information Hotline and by staff at its online learning centres	1,365,245
Number of office partnerships established with Ontario Works and Employment Ontario	Ontario Works – 170 Employment Ontario – 188
Number of Ontario Works and Employment Ontario clients served	Ontario Works – 390 Employment Ontario – 1,953
Number of online program and course registrations by Ontario Works and Employment Ontario clients	Ontario Works – 1,500 Employment Ontario – 10,000
Number and type of online and distance education delivery tools used by faculty and instructors of the Education and Training Providers to facilitate and enhance online and distance course delivery	3

Description	2021-2022 Metric
Number of Faculty and Instructors trained on the Contact North | Contact Nord's online delivery tools and resources	450
Demonstrate the direct impact of Contact North | Contact Nord's services on its clients' academic program completion rates	As per results of survey in April 2022
Metrics which demonstrate the direct impact of Contact North | Contact Nord's services on its clients' employment rates	As per results of survey in April 2022
User trends and detailed anonymous demographic information for individuals accessing each existing online learning centre.	As per results of survey in April 2022

Contact North | Contact Nord
2021-2022 Proposed Budget
to Ministry of Colleges and Universities

Revenue

Base Grant	$ 9,751,469	
Total Revenue	**$ 9,751,469**	**100%**

Expenditures

Recruitment & Student Services

Regional Services and Online Learning Centres	$ 4,046,624	
Recruitment & Marketing	657,471	
Recruitment Support Services	849,039	
Travel (direct)	154,168	
Recruitment & Student Services	**$ 5,707,302**	58.53%

Information Technology, Web & e-Learning Support Services

IT, Web & e-Learning Support	$ 1,940,541	
Equipment Renewal and Upgrading	200,000	
Travel (direct)	71,800	
Information Technology, Web & e-Learning Support	**$ 2,212,341**	22.69%

Operations Support Services

Regional Operations Centres	$ 884,363	
Travel (direct)	-	
Operations Support Services	$ 884,363	9.07%

Governance & Administration

Finance & Human Resources	$ 605,186	
Governance & CEO	295,277	
Travel & Hospitlity (indirect)	47,000	
Governance & Administration	**$ 947,463**	9.72%

Total Expenditures	**$ 9,751,469**	**100%**
Revenue less Expenditures	**$ -**	

Appendix 1 – Action Plan to Modernize Contact North | Contact Nord Information Technology (IT) & Web Services

ACTION PLAN TO MODERNIZE CONTACT NORTH | CONTACT NORD INFORMATION TECHNOLOGY & WEB SERVICES

Enabling Contact North | Contact Nord to:

- Deliver improved and expanded services
- Increase efficiency and capacity
- Ensure full reliability and redundancy
- Provide customized support to students and education and training providers
- Leverage new and emerging technologies

Charmaine Kissmann
Director, Financial Services & Organizational Planning
August 2019

A. SNAPSHOT

As a community-based organization, Contact North | Contact Nord helps underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities get jobs by making it possible for them to access education and training without leaving their communities.

In order to meet increasing and evolving needs of students (students using our 116 local online learning centres, students connecting from their home computer or device), education and training providers, and staff, Contact North | Contact Nord is transforming its Information Technology (IT) & Web Services department (ITWS) to deliver five outcomes:

1. Improve and expand its services to more users in every corner of Ontario, expanding on the 800,000+ requests for services responded to annually;

2. Ensure reliability and redundancy of Contact North | Contact Nord's information technology infrastructure;

3. Establish an integrated structure focused on supporting users (rather than equipment), including appropriate backup for all ITWS team members;

4. Enable the ITWS team to anticipate and be nimble at adapting to new technological developments, evolving needs of students and education and training partners and evolving context; and

5. Fully leverage the skills and experience of the current ITWS team.

To achieve these five outcomes, Contact North | Contact Nord is undertaking two key transformational activities:

1. Moving all IT infrastructure (servers, platforms, software applications hosting, telephone system) currently based in Thunder Bay and Sudbury to offsite hosting ("in the cloud") by an experienced third-party technology (cloud) provider, with a staff of 80+ IT professionals delivering guaranteed 99.9999% up-time and 24/7/365 monitoring and support; and

2. Refocusing the ITWS team to provide direct support and customized services to students and education and training providers, shifting from investing money, time and energy on serving technology to investing money, time and energy on serving students and partners.

Through these two transformational activities, to be completed over a 2-year period, Contact North | Contact Nord delivers on the five outcomes above by complementing the service of the cloud provider with the expertise of our in-house ITWS team.

B. THE PROCESS TO DEVELOP THIS ACTION PLAN

In June, 2018, the President – Chief Executive Officer appointed me to lead ITWS and to conduct a comprehensive review of Contact North | Contact Nord's ITWS department, with the following five outcomes:

1. Increased efficiency through more streamlined processes;

2. Increased quality of service to students, staff, partner institutions and other stakeholders;

3. Increased capacity of ITWS to support the growing number of requests for services within the same budget;

4. Modernized Contact North | Contact Nord technology infrastructure to minimize downtime and ensue full redundancy; and

5. Fully leveraged skills and experience of our current existing staff complement in ITWS.

Over the course of a year, I undertook the following three activities:

1. Reviewed and analyzed every aspect of the department, our IT infrastructure, platforms and processes;

2. Engaged in extensive discussions with department staff and internal stakeholders; and

3. Gained a deeper understanding of the needs and expectations of external clients through direct contact with them during the transition process to the Adobe Connect web conferencing platform.

In April 2019, I enlisted the Ontario College Application Service (OCAS) to conduct a full review of our IT infrastructure and operations and make recommendations going forward from an outside, expert perspective. A summary of the review and 11 recommendations is attached as Appendix A.

The Action Plan includes four key components, executed over the course of the next 2 years, between August 2019 and July 2021.

Modernize the IT Infrastructure

1. Concentrate ITWS staff resources on directly supporting users: configuring our hardware and software to meet our specific needs, Technical Support Hotline for students and staff, delivering customized solutions (such as the Adobe Connect portal), and outsource all non-core IT applications and services to cloud providers.

   Additional Investment: $0, achieved with existing IT budget allocation and refocusing current ITWS team.

2. Invest in IT human capital through training and development.

   Additional Investment: $0, achieved within existing IT budget allocations

3. Undertake a complete rewrite of the customer relations management (CRM) tool (scrap the current CRM upon completion) or customize an off-the-shelf CRM solution, developed based on input from all users, that is:

   a. Intuitive and easy to use for all users;

   b. Flexible and allows us to easily add new features to meet evolving needs; and

   c. Supports our recruitment and reporting requirements.

   See Section H for Capital Funding Requirements for this action.

Upgrade Online Learning Centre Technology

4. Make a capital investment in online learning centre technology, equipment and tools to provide a better learning experience for students using the online learning centres and students accessing our web conferencing and videoconferencing platforms from their home computer or mobile devices.

   See Section H below for Capital Funding Requirements for this action.

D. CONTEXT AND ANALYSIS

1. Since its inception 33 years ago, Contact North | Contact Nord delivers in English and French a suite of shared services (local student support services via online learning centres and Student Information Hotline, local and province-wide recruitment activities and web conferencing and videoconferencing platforms) to help underserved Ontarians in small, rural remote communities access education and training without having to leave their communities and support enable education and training providers in the distance delivery of their courses throughout Ontario.

    This service is integrated, centrally managed, and available to all Ontarians in all corners of the province free of charge due to funding by the Government of Ontario, but with an expectation for service delivery levels and quality equivalent to that of customized solutions for large corporations.

2. Hosting and infrastructure in many organizations and industry sectors have become a utility service. Spending staff time and funds internally supporting these commodity services takes effort, requires certain skills, and most importantly, distracts from supporting core business objectives. Modern organizations rapidly adapted to this utility model and aggressively started moving non-essential systems and services to third party service and cloud providers. Businesses no longer need to carry the high costs of maintaining data centres, building redundancies, and ever growing IT needs to support an IT centric business model.

3. Server upgrades at the Thunder Bay Operations Centre and Sudbury Operations Centres to build redundancy is estimated at $500,000 in capital infrastructure investment. The same investment, or more, is required every 3 to 5 years to remain current and for our IT infrastructure to remain stable and reliable. Contact North | Contact Nord's inability to accumulate reserves makes it difficult to make the large investments needed on a 5-7 year cycle to maintain its own IT infrastructure.

4. The 116 local online learning centres are the core element in the delivery of Contact North I Contact Nord's community-based services. Treating the online learning centres as a strategic resource and dedicating time, energy, and resources towards integrating the computer workstations into the overall IT infrastructure (versus being stand-alone computers) allows them to be monitored, configured, managed, and supported centrally.

    This integration is essential to providing quality service to students at the online learning centres. Creating tools and

processes to minimize staff involvement, while updating the IT infrastructure and tools to support them, significantly reduces overall support volumes. A central management solution for the online learning centres immediately results in an improvement in quality of service, both in terms of preventing issues and resolution of issues, with minimal involvement by online learning centre staff. This allows Contact North | Contact Nord to scale up and support more students in the online learning centres, from their own homes and from their mobile devices.

5. Contact North | Contact Nord's current customer relationship management (CRM) application, online booking tool (OBT) and room scheduling software (TCR) are outdated, not integrated with each other and no longer meet business needs.

   - The CRM is a critical business tool used by front line staff in developing study options, recruiting and supporting students and is basis for statistical reporting on registrations and services Contact North | Contact Nord provides.

   - The OBT is the online tool used by our education and training partners to book the use of our distance delivery platforms (web conferencing and videoconferencing), schedule exam invigilation for students and book the use of our online learning centres.

   - The TCR is used internally to manage scheduling of rooms and resources at our 116 online learning centres.

   The CRM and OBT were developed internally and evolved over the past 15 years. As Contact North | Contact Nord supports more students, delivers more services, works with a wider variety of partners, learning platforms change and tracking and reporting requirements evolve, adapting the existing applications is not feasible nor cost-effective. "Off-the-shelf" CRM applications from major software providers have evolved considerably since Contact North | Contact Nord first developed its CRM, including the ability to customize extensively to meet our unique needs and to integrate with other business applications. Contact North | Contact Nord must review its requirements and processes and look for an off-the-shelf solution that can be customized to deliver the functionality of the CRM, OBT and TCR in a single solution.

   This single solution must:

   - Meet our current and future business requirements.

   - Be easy-to-use by our staff and our training provider partners.

   - Have robust reporting tools accessible to all users.

   - Be supported by a major software provider with a strong

track record of not only supporting their solutions but also continually updating and adding new functionality.

E. STRUCTURE

Information Technology (IT) & Web Services (ITWS)
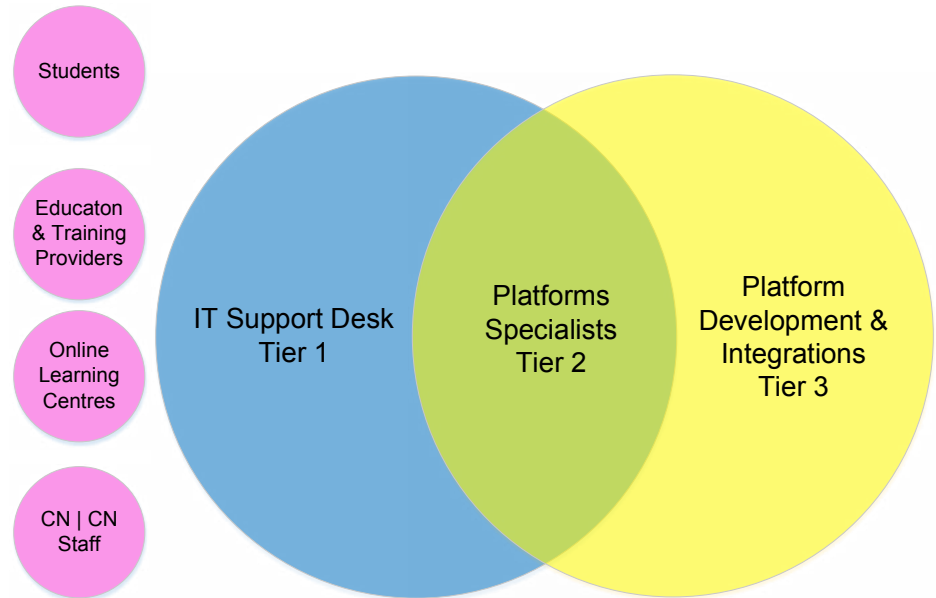
Graphically shown above, ITWS becomes the bridge between students and education and training providers using Contact North | Contact Nord's services and our staff and the service. Mandated with high-touch, local customer service, the ITWS team is responsible for ensuring the services are well functioning and meeting the needs of the users, including configuring the IT infrastructure, technical support and troubleshooting end user issues.

Moving from where we are today to where we want to be is a 2-year process, with Year 1 a transition year as we identify outside technology providers and execute the migration of services and applications to these outside providers. Year 2, with the migration largely complete, focuses on building capacity, knowledge and expertise for the new roles and functions of the ITWS team. That's not to say there won't be some overlap; during the first 6 months, the ITWS team will be consumed with the transition as an "all-hands-on-deck" project. As the migration moves forward, more time is devoted to training and planning for the new phase in Contact North | Contact Nord's IT history.

In order to support the transition and the shift in focus, the Action Plan includes the following staffing structure for the next 2 years, with a full review in June 2021.

IT Support Desk (Tier 1/2)

Consists of IT Support Technician (Tier 1) and Platform Specialist (Tier 2). The IT Support Desk provides first call response, is responsible for the majority of end user related issues, and works directly with students (at online learning centres, from their own homes and from their mobile devices), education and training providers, and the infrastructure at online learning centres.

Platform Specialists (Tier 2)

Platform Specialists are part of the IT Support Desk but more in an overflow capacity, rather than taking front line calls. Platform Specialists are focused on responding to requests for IT support submitting through the ticket system, working on problems and issues that Tier 1 escalate to them. Platform Support Specialists work closely with both the Platform Development & Integrations team, providing the link between front line support and development.

Platform Specialists configure and administer the platforms provided by the platform team or an outside vendor (e.g. Polycom for videoconferencing). The practice of having a technology primary lead and a standby continues. As Platform Specialists are more experienced, they identify trends in issues and problems and to report those to the platform team to be incorporated into work plans and bug reduction.

Platform Development & Integrations (Tier 3)

The Platform Development & Integrations team, comprised of systems administrators, developers/programmers, a Senior Technical Lead/Business Analyst, has the primary responsibility, with the input of the Platform Specialists, to build the platforms, integrations, customizations, and information systems needed to effectively and efficiently deliver Contact North | Contact Nord's service.

Developers/programmers and Platform Specialists work together to resolve complex issues, identify, design and implement enhancements and develop customized solutions/ integrations to improve user experience (e.g. Adobe Connect portal, CRM/OBT).

The senior technical lead works with the team to build, fix, design, and run projects that involve application development. This team is also responsible for customizing the new CRM, with the Director as the lead, and assists with integrations and reporting, as requested.

To support this structure, the following roles are required. All positions have a direct service component, whether it be providing front line support to students, faculty and staff or developing applications and tools that improve the user experience. All positions continue to be based out of the Sudbury or Thunder Bay Operations Centre, with temporary approvals to be home based for operational reasons.

1. Director

Leads ITWS and accountable for the overall performance of ITWS and achieving IT and IT service performance metrics, in a cost-effective manner and within allocated resources, provides direct supervision, motivation, leadership and direction to staff, provides strategic IT planning and direction for the organization and leads the new CRM development project.

Duties

- Provides strategic IT planning, including constant monitoring of immediate and upcoming developments in IT and online education that have an impact on Contact North | Contact Nord

- Provides direct supervision, motivation, leadership and direction to the ITWS team

- Develops and establishes IT service standards – established and posted by September 30, 2019

- Once established, monitors performance against IT service standards

- Provides proactive monitoring and review of the ITWS support processes, procedures, and allocation of resources to ensure optimal reliability, security, and continuous developments and improvement in the quality of ITWS support services

- Plans, assigns, monitors, and evaluates major ITWS projects to deliver optimal reliability and continuous improvement in IT services

- Provides a reliable and secure IT infrastructure (connectivity, telecommunications, hardware, and software), including appropriate redundancy, privacy protection, and emergency plan/procedures

- Plans for the introduction of new services, including responding to requests from education and training providers and development of roll out plans for requested new services, subject to approval and availability of resources

- Communicates with the internal and external stakeholders regarding developments, issues and updates

2. **IT Support Technician** (Two bilingual positions based in the Sudbury Operations Centre)

Provides direct support to students, faculty and staff using Contact North | Contact Nord's shared services.

Duties

- Delivers front line support, first line – Technical Support Hotline, screens service requests

- Performs basic/routine administrative functions (creating new accounts for staff, assigning rights, setting up VoIP telephone numbers)

- Performs routine maintenance, monitoring and updates to staff and student computer workstations

3. **Platform Support Specialist** (Three positions, one bilingual, based in the Sudbury Operations Centre)

Provides Tier 2 support to students, faculty and staff and backup on Help Desk and acts as technical lead on one or more of Contact North | Contact Nord's shared services.

Duties

- Provides Tier 2 support on issues escalated by Tier 1

- Provides backup on the Help Desk

- Serves as technical lead on one or more shared services and backup lead for others
  - o Update and implement new features
  - o Research options and new developments/technologies in lead area (e.g. video, web conferencing) and recommend improvements, upgrades and enhancements to better serve users
  - o Work with Platform Development & Integrations team in identifying and implementing enhancements, customizations and integrations (e.g. Adobe Connect portal)
  - o Provides training to staff on use of Contact North | Contact Nord's shared services

4. **IT Support Coordinator** (One bilingual position, based in the Sudbury Operations Centre)

Leads the overall operations and maintain service levels of the IT Help Desk and management of online learning centres equipment and technologies.

Duties

- Monitors support calls ensuring they are handled appropriately and in a timely manner, a "ticket" is created for all calls

and requests, troubleshooting is properly documented and appropriate troubleshooting procedures followed

- Monitors escalation from Tier 1 to Tier 2 and from Tier 2 to Tier 3 and ensures appropriate follow-up and resolution

- Manages shift schedule for IT Help Desk, ensuring adequate staffing during Hotline hours (7:30 a.m. to 11 p.m. Monday to Friday)

- Fills in as Tier 2 on IT Support Desk when required

- Analyses support requests to identify trends, broader systemic issues, gaps in training or equipment leading to reported issues; provides guidance/instructions to the support team, escalates to Development team or makes recommendation to Director on solutions

- Monitors and manages online learning centre equipment and connectivity, deploys Tier 1 or Tier 2 technical staff onsite when required, reviews requests and recommends replacement of equipment, return/disposal/donation of equipment (Director approval required for purchase of equipment)

- Manages the online learning centre management system and works with Development & Integrations team in identifying and implementing tools for improved management

- Provides statistical reporting on ITWS services

- Manages and monitors external service provider contracts and service delivery, liaises with suppliers

5. **Senior Data Programmer** (One position, based in the Sudbury or Thunder Bay Operations Centre)

Provides programming and user support for internal software systems, ensuring accurate and timely reports and appropriate documentation. Reviews and provides technical input for improvements to internal software systems (e.g. CRM/OBT).

Duties

- Provides telephone, e-mail and ticketing system support to internal users

- Programs changes to improve efficiency and performance

- Performs program modifications

- Analyses, troubleshoots and identifies solutions to internal software system problems and failure, then implement solutions

- Designs SQL database queries and reports

- Creates and updates instruction documents to provide assistance to internal and external clients

- Accurately manages and implements data reporting requirements
- Provides technical input for possible improvements to internal software systems
- Programs approved improvements in a test environment for review
- Consults user groups during the testing phase to provide feedback on functionality
- Implements approved and tested improvements in live environment

6. **Programmer/Analyst** (One position, based in the Sudbury or Thunder Bay Operations Centre)

Develops applications, extensions and customization for IT resources and software systems, manage databases, assist with software upgrades and deployment of new technology and provide third tier support on systems and IT resources.

Duties

- Develops applications, extensions and customizations for IT resources and software systems, for connectivity and integration with existing resources and software and for the automation of functions and reports
- Applies software development methodologies for the planning, designing and building of application components
- Interacts with suppliers and stakeholders to implement changes, troubleshoots and resolves technology software and integration issues
- Manages databases and integrations to provide security, integrity and efficiency
- Analyzes and troubleshoots problems and failures of IT resources and software solutions, identifies and implements solutions
- Researches, recommends, plans and implements new technologies and provide technical expertise and recommendations in assessing new software projects and initiatives
- Provides third tier technical support for software applications
- Provides training and technical updates to staff and other IT team members

7. **Senior Technical Lead/Business Analyst** (One position, based in the Sudbury or Thunder Bay Operations Centre)

In addition to programmer/analyst functions, serves as the interface between programmers/developers and the rest of the organization, proactively identifying business needs and improvements, and ensures technical solutions are designed with a consistent design pattern, meet standard technical specifications and are properly documented.

Duties

- Observes, studies and analyzes current use of technology within Contact North | Contact Nord, researches options and recommends improvements to deliver better outcomes for internal and external users, to streamline processes, and to reduce or avoid additional costs

- Proactively identifies business needs and improvements, focusing on integrations and application development specific to core service platforms

- Works to understand the role core services play for Contact North | Contact Nord as a whole and helps design technical solutions around a consistent design pattern

- Interfaces between programmers/developers and the rest of the organization in planning for and designing solutions that can be supported within existing and/or anticipated resources and recognize pitfalls before committing resources to a non-sustainable solution

- Develops specifications for requested improvements

- Assists with prioritization and allocation of work within the Platform Development & Integrations team, focusing on business priorities, such as CRM rebuild and Adobe Connect integrations

- Advises the Director on development direction and priorities

8. **IT Development Administrator/Project Manager** (One bilingual position, based in the Sudbury or Thunder Bay Operations Centre)

Supports the implementation of corporate-wide current and future projects by coordinating, monitoring and tracking project tasks, resources and schedules. Conducts research and analyses options for new technologies and recommends improvements to deliver better service or outcomes. Manages the organization's portals, acts as Business Analyst for legacy CRM/OBT projects. Acts as backup to the Director.

Duties

- Supports the implementation of corporate-wide current and future projects including:

    o Conducts internal and external research

    o Completes cost/benefit and other analysis to support decision-making

    o Delivers or coordinates training

    o Supports the integration of new applications and technologies

    o Works with all parts of the team to organize and schedule projects

    o Identifies resource requirements for projects

    o Breaks down projects into tasks and assigns staff resources

    o Tracks project progress, issues and risk

    o Communicates with project sponsors and works with sponsors to get direction

    o Forecasts resource requirements for projects (i.e. who is busy where, where we have capacity)

    o Develops the process, communication and status reporting for projects

- Observes, studies and analyzes current use of technology within the corporation, researches options and recommends improvements to deliver better outcomes for internal and external users, to streamline processes, and to reduce or avoid additional costs

- Recommends standards and policies to support efficiency, integration and compatibility throughout the corporation's IT systems

- Trains end users and drafts instruction material

- Manages organization's portals and contract with service provider

- Acts as backup to the Director as required

- Acts as Business Analyst for legacy CRM/OBT projects

9. **Data Integrity Officer** (One position, based in the Sudbury Operations Centre)

Coordinates the process for accurate entry of up-to-date education and training provider program and course data into the CRM.

Duties

- Communicates with education and training providers for the file request at the beginning of every semester

- Receives and reviews files from education and training providers, edits as required and uploads to the CRM

- Searches education and training provider websites for missing or incomplete information

- Coordinates website changes and monitors the list of programs and courses and registration links

- Monitors the support requests received and actions all items relating to data entry issues

- Provides reports as requested by internal and external clients

Appendix B outlines the assignment the above duties among the existing positions.

F. BUDGET

	Annual	2019-2020	2020-2021
Savings			
Software & Maintenance	$ 102,300	$ 8,333	$ 64,429
Website hosting	4,370	-	4,370
Building Maintenance	7,300	7,300	7,300
Capital (servers)	100,000	210,000	100,000
Not filling 1 vacancy		65,700	65,700
Total Savings	**$ 213,970**	**$ 291,333**	**$ 241,799**
New			
Servers and Cloud Hosting	$ 105,600	$ 52,800	$ 105,600
Servers and Cloud Hosting Mgmt	132,000	66,000	132,000
Networking and Security	6,000	3,000	6,000
Cloud Backups	49,152	24,576	49,152
One-time Migration Fees		150,000	30,000
Total New	**$ 292,752**	**$ 296,376**	**$ 322,752**
Additional Cost (Savings) of Option 4	**78,782**	**5,043**	**80,953**
Existing savings from contracts expiring not renewed	78,782	5,043	80,953
Total Budget Impact	**0**	**0**	**0**

*2019-20 New costs assume 6 months

**One-Time in 2020-21 is for migration of e-mail and SharePoint to Office 365 solution

Notes:

1. Once fully implemented, the Action Plan results in no additional cost.

2. Due to migration costs and existing contractual obligations for licensing, migration is phased over two years ensuring it is fully funded within existing budgeted resources.

3. Budget allocated for replacement of servers in Sudbury in 2019-2020 is used to offset migration costs.

4. Other savings (warranty and licensing for discontinued infrastructure) help offset costs in year 2.

G. RISK ANALYSIS

1. Outsourcing this most critical infrastructure (the foundation of our services), while it may well be a "utility service," puts this outside of our control and reliant on an outside provider. Contact North | Contact Nord is reliant on its IT infrastructure to deliver its services.

   Mitigation Strategy

   - Partner with OCAS, already established within the public and education sector, providing services to Ontario colleges, with existing partnerships with world-class service providers that:
     o Have a solid foundation, experience and track record for reliability and performance and an enterprise grade environment
     o Meet data security and privacy requirements
     o Meet requirements for data hosting in Canada

2. Employee resistance to the perceived reduction in technical responsibilities could hamper implementation and result in the loss of key team members. The success of the migration and transition requires organization-wide support and buy-in and refocusing the ITWS team.

   Mitigation Strategy

   - Ensure staff understand and believe the solution is the most viable for the organization, give them plenty of opportunity to question

   - Provide each team member with a clear path for their role in the organization and opportunity to grow

   - Invest in professional development so team members have the skills required to contribute in a meaningful way to the new focus

3. Without tight control on when to create new servers, server sprawl can lead to increasing costs with the cloud providers.

Mitigation Strategy

- Tight vendor and inventory governance
- Single point of accountability for server inventory management (Technical Lead)

4. Users may have difficulty accepting the standards-based demands of a different way of delivering services in the short term (e.g. e-mail folder size).

Mitigation Strategy

- Education and training of Contact North | Contact Nord staff on managing within these limitations
- Buy-in and support from the highest levels of the organization

5. A long migration period could limit the ITWS team's ability to take on new projects in the short term due to the need to focus on the migration.

Mitigation Strategy

- Manage expectations – this is a two-year transition
- While the migration involves the entire team, assign clear leadership roles and accountability to the migration project itself

H. CAPITAL INVESTMENT REQUIRED

A complete Capital Investment Plan will be developed by October 2019 to address the following two actions from this plan:

1. Customer Relationship Management (CRM) Tool

   Purchase and customize a fully integrated solution to our customer relationship management, scheduling and resource management needs, developed based on input from all users, that is:

   - Meet our current and future business requirements.
   - Be easy-to-use by our staff and our education and training provider partners.
   - Have robust reporting tools accessible to all users.
   - Be supported by a major software provider with a strong track record of not only supporting their solutions but also continually updating and adding new functionality.

2. Online Learning Centre Technology

   Equipment and tools to provide a better learning experience for students using the online learning centres and students

accessing our web conferencing and videoconferencing platforms from their home computer or mobile devices.

I. DELIVERING HIGH QUALITY SERVICE TO STUDENTS, EDUCATION AND TRAINING PROVIDERS AND STAFF

Through the implementation of this Action Plan, Contact North | Contact Nord is well-positioned to deliver on these five commitments:

1. Improve and expand its services to more users in every corner of Ontario, expanding on the 800,000+ requests for services responded to annually;

2. Ensure reliability and redundancy of Contact North | Contact Nord's information technology infrastructure;

3. Establish an integrated structure focused on supporting users (rather than equipment), including appropriate backup for all ITWS team members;

4. Enable the ITWS team to anticipate and be nimble at adapting to new technological developments, evolving needs of students and education and training partners and evolving context; and

5. Fully leverage the skills and experience of the current ITWS team.

**IT REVIEW & RECOMMENDATIONS CONTACT NORTH |
CONTACT NORD
BY: ONTARIO COLLEGE APPLICATION SERVICE (OCAS) JULY 2019**

Summary and Key Recommendations

Further to a full review of Contact North | Contact North's infrastructure and staffing, including interviews with IT staff and key administrators, onsite examination of hardware and network infrastructure and review of key documents, OCAS made the following recommendations:

1. Minimize the time, money and energy spent on supporting and maintaining non- essential IT infrastructure by outsourcing or transferring this function to a third party cloud service provider (CSP). Outsource all non-essential IT applications and services to cloud providers, with bias towards Software as a Service (SaaS). For core platform services (e.g. video bridge, Adobe Connect), bias towards Infrastructure as a Service (IaaS) when necessary.

2. Refocus the work of the IT team into a Platform as a Service (PaaS) and support the delivery of the platform, including the online learning centre infrastructure, which is incorporated into a centralized management and service solution.

3. Prioritize IT into delivering core IT services: the delivery of platform services, including the IT deployed at online learning centres. Reorganize the team, with <u>clear differentiation of roles and responsibilities</u> between <u>developing</u> and <u>supporting</u> platforms:

   - A services support team by way of the service desk, supported by IT Support Technicians (Tier 1), a Telecommunications Officer and Technical Support Specialists (Tier 2), coordinated by a Support Service Lead

   - A Technical Support Specialists lead and a backup for each platform

   - A platform support team, supported by Technical Support Specialists, developers, a Technical Lead, a Project Manager and a business analyst role, that is project-based and tasked with the responsibility of building integrations and future proofing IT

4. IT department takes on a technical leadership role within Contact North | Contact Nord enabling the ability to drive innovation. Innovation is created by experimenting and initiating deliberate changes to provide faster, easier and better service to clients/customers and increase operational efficiency. This is done through a combination of new operational processes and the introduction, adaptation and integration of new technologies to

support those operational processes and/or provide added benefit to clients/customers.

5. Undertake a rewrite of the customer relationship management (CRM) application, or customization of an off-the-shelf solution, that leverages current enterprise software development best practices, adopts a formal planning and design process, and utilizes stable, well-supported application development tools and platforms.

6. Implement a methodical recording/ticketing for every service call, troubleshooting steps and solution in order to ensure thorough documentation for escalating tickets and to build a knowledge base to assist in troubleshooting similar problems and/or identify trends and possible system-wide issues.

7. Assess the distribution of responsibilities and the technologies assigned to individuals to ensure optimal and equitably distribution, taking into account skill levels and capabilities, capacity to manage and availability.

8. Continue to implement measures to improve team cohesion, between locations and between the support and development teams by implementing the following measures:

   • Establish daily scrum style departmental video calls with audio feeds that allow teams to talk through problems as a group, and to further utilize video, audio, and conferencing capabilities for remote work

9. Consolidate database and web servers from the current 64 production servers to 44 or fewer. Consolidate to 1 or 2 database platforms, standardize on those platforms, and build application redundancy into those platforms for high availability and uptime.

10. Make a capital investment in online learning centre technology, investing in ways to better integrate, manage, and support these vital touchpoints where students, instructors and technology intersect. Building a centrally managed learning centre management solution will have an immediate return on investment.

11. Make an investment in IT human capital through training and development. With the changing pace of technology, it is critical IT staff not only remain current, but stay abreast of upcoming developments. Additionally, the successful transition and refocusing of the department from supporting infrastructure to a PaaS and a technical leadership role as outlined above is dependent on equipping staff with the tools needed to be both successful and act as subject matter experts when advising the business.

	Old Title	New Title	2-year Assignment	Key Responsibilities
1	**Former Technical Support Specialist**	**IT Support Technician**		Provides direct support to students, faculty and staff on Contact North | Contact Nord platforms and basic systems operations.
2	**Former Data Clerk**	**IT Support Technician** (vacant, recruiting)		Provides direct support to students, faculty and staff on Contact North | Contact Nord platforms and basic systems operations.
3	**Technical Support Specialist**	**Platform Support Specialist** Lead*: Video Backup: Adobe Connect		Provides tier 2 support to students, faculty and staff and backup on Help Desk and acts as technical lead on one or more of Contact North | Contact Nord's platforms.
4	**Technical Support Specialist**	**Platform Support Specialist** Lead*: SharePoint Backup: Video		Provides tier 2 support to students, faculty and staff and backup on Help Desk and acts as technical lead on one or more of Contact North | Contact Nord's platforms.
5	**Technical Support Specialist**	**Platform Support Specialist** Lead*: Adobe Connect Backup: SharePoint		Provides tier 2 support to students, faculty and staff and backup on Help Desk and acts as technical lead on one or more of Contact North | Contact Nord's platforms.
6	**Systems Network Specialist**	**Platform Support Specialist**	**IT Support Coordinator** Transition Lead	As the front line leadership role, is responsible for the overall operations and service levels of the IT Help Desk and management of online learning centres equipment and technologies. One of the two leads for the migration. Continues as Systems Network Specialist during the transition.
7	**Programmer/Analyst**	**Programmer/ Analyst**	**Senior Technical Lead/Business Analyst** Transition Lead	In addition to programmer/analyst duties, acts as the interface between programmers/developers and the rest of the organization, proactively identifying business needs and improvements, and ensuring technical solutions are designed around a consistent design pattern, meet standard technical specifications and are properly documented. One of the two leads for the migration.
8	**Senior Data Programmer**	**Senior Data Programmer**		Provide programming and user support for internal software systems, ensuring accurate and timely reports and appropriate documentation. Review and provide technical input for improvements to internal software systems (e.g. CRM/OBT).

	Old Title	New Title	2-year Assignment	Key Responsibilities
9	IT Development Administrator	IT Development Administrator	Project Manager Business Analyst (legacy CRM)	Supports the implementation of corporate-wide current and future projects by coordinating, monitoring and tracking project tasks, resources and schedules. Conducts research and analyses option for new technologies and recommends improvements to deliver better service or outcomes. Manages the organization's websites and portals and acts as Business Analyst for legacy CRM/OBT projects. Acts as backup to the Director.
10	Data Integrity Officer	Data Integrity Officer		Coordinate the process for data entry of education and training partner course and program information into the CRM to ensure information is accurate and up-to-date
11	Technical Support Specialist	Platform Support Specialist	Programmer/Analyst	Develop applications, extensions and customization for IT resources and software systems, manage databases, assist with software upgrades and deployment of new technology and provide third tier support on systems and IT resources.
12	Vacant (former Webmaster)		Leave vacant until review in 2021	

* Other leads may be assigned for more minor platforms and applications.

Appendix 2 – 2021-2022 Opportunities and Risks

Contact North | Contact Nord identifies the following opportunities and risks for 2021-2022.

Opportunities

1) Safely reopen the current 116 local online learning centres in communities across Ontario and return to providing on-site, personalized local support services.

2) Build on existing partnerships with Ontario Works offices and Employment Ontario offices across the province, presenting the opportunity to scale up and support significantly more clients to access the education and training they need to get a job and exit provincial support systems.

3) Promote short courses and training opportunities to help Ontarians get the skills they need as part of the province's economic recovery from COVID-19.

4) The addition of 12 new online learning centres presents an opportunity to support more underserved Ontarians to access education and training without leaving their communities.

5) The 213 access points offering a smaller number of services presents an opportunity to support more underserved Ontarians to access education and training.

6) The addition of augmented reality / virtual reality capacity presents an opportunity to offer more programs and courses with practical components in remote and rural communities across Ontario.

Risks

1. The Government of Ontario orders another temporary closure of non-essential workplaces due to COVID-19, affecting Contact North | Contact Nord's ability to provide in-person services.

2. A significant number of students do not return to online learning centres due to COVID-19-related health and safety concerns, reducing the overall need for the physical locations and impacting outcomes related to services provided at the online learning centres.

3. Students or Contact North I Contact Nord staff member infect a group of students and staff at one or more online learning centres or it is determined Contact North | Contact Nord is not following its COVID-19 health and safety protocols, impacting Contact North | Contact Nord's reputation.

4. A drastic reduction in Contact North | Contact Nord's annual operating grant $9,751,469 from the Government of Ontario in 2021-2022.

5. Drastic loss of rent-free space in communities to house 116 local online learning centres, leading to fewer online learning centres available to serve Ontarians and/or a gap in the centres' availability.

6. The Government of Ontario directs the merger of online learning support organizations in the province into a single entity.

7. Partners — government, education and training providers, communities — determine Contact North | Contact Nord is not delivering results to justify its annual $9,751,469 grant from the government.

8. Contact North I Contact Nord's two online learning delivery platforms crash repeatedly, and students and institutions lose confidence in Contact North I Contact Nord's ability to deliver at critical times.

9. Education and training providers opt to use their own online learning platforms rather than those available from Contact North | Contact Nord or become more confident in their internal ability to host and maintain online learning platforms, leading to a reduction in use.

10. Negative student and education and training provider experiences with Contact North | Contact Nord's services go viral on social media, impacting Contact North | Contact Nord's reputation.

Appendix 3 – List of 807 Small, Rural, Remote, Indigenous and Francophone Communities Served

Community Name	Online Learning Centre	Region
Aberfoyle	Woodstock	Southwest Region
Ailsa Craig	Clinton	Southwest Region
Akwesasne	Akwesasne	Southeast Region
Alban	St. Charles	North Central Region
Alcona	Georgina	South Central Region
Alderville	Cobourg	Southeast Region
Alexandria	Cornwall	Southeast Region
Alfred	Hawkesbury	Southeast Region
Algoma Mills	Mississauga First Nation	North Central Region
Alisa Craig	Clinton	Southwest Region
Allan	Gore Bay	North Central Region
Allenford	Kincardine	South Central Region
Allensville	Bracebridge	Southeast Region
Alliston	Shelburne	South Central Region
Almonte	Orleans	Southeast Region
Alnwick	Cobourg	Southeast Region
Alvinston	Wallaceburg	Southwest Region
Amaranth	Shelburne	South Central Region
Amherst	Cobourg	Southeast Region
Amherstburg	Windsor	Southwest Region
Amherstview	Madoc	Southeast Region
Ancaster	Brantford	South Central Region
Angus	Shelburne	South Central Region
Anishinaabeg Of Naongashing First Nation	Big Grassy River First Nation	Northwest Region
Apple Hill	Cornwall	Southeast Region
Apsley	Haliburton	Southeast Region
Archipelago	Parry Sound	North Central Region
Ardtrea	Bracebridge	Southeast Region
Armstrong	Thunder Bay	Thunder Bay Region
Aroland First Nation	Nakina	Northwest Region
Arthur	Shelburne	South Central Region
Ashworth	Bracebridge	Southeast Region
Aspdin	Bracebridge	Southeast Region
Astorville	Astorville	North Central Region

Community Name	Online Learning Centre	Region
Atherley	Bracebridge	Southeast Region
Atikokan	Atikokan	Northwest Region
Attawapiskat First Nation	Attawapiskat First Nation	Northwest Region
Aurora	Georgina	South Central Region
Avonmore	Cornwall	Southeast Region
Aylmer	St. Thomas	Southwest Region
Azilda	Sudbury	Sudbury Region
Baden	Woodstock	Southwest Region
Bala	Bracebridge	Southeast Region
Ballantrae	Georgina	South Central Region
Balmertown	Red Lake	Northwest Region
Balsam Creed	North Bay	North Central Region
Baltimore	Cobourg	Southeast Region
Bancroft	Madoc	Southeast Region
Barber's Bay	South Porcupine	Northeast Region
Bardsville	Bracebridge	Southeast Region
Barry's Bay	Haliburton	Southeast Region
Batchewana First Nation	Sault Ste. Marie	North Central Region
Bath	Madoc	Southeast Region
Battersea	Madoc	Southeast Region
Bayfield	Clinton	Southwest Region
Beamsville	St. Catharines	South Central Region
Bear Island First Nation	Haileybury	Northeast Region
Beardmore	Red Rock	Northwest Region
Bearskin Lake First Nation	Big Trout Lake First Nation	Northwest Region
Beaumaris	Bracebridge	Southeast Region
Beaver Lake	Espanola	North Central Region
Beaverton	Georgina	South Central Region
Beeton	Shelburne	South Central Region
Belle River	Windsor	Southwest Region
Belle Vallée	Haileybury	Northeast Region
Belleville	Madoc	Southeast Region
Belmont	St. Thomas	Southwest Region
Bewdley	Cobourg	Southeast Region
Big Cedar	Madoc	Southeast Region
Big Chute	Parry Sound	North Central Region
Big Grassy River First Nation	Big Grassy River First Nation	Northwest Region

Community Name	Online Learning Centre	Region
Big Trout Lake First Nation	Big Trout Lake First Nation	Northwest Region
Billings	M'Chigeeng First Nation	North Central Region
Birch Island	Espanola	North Central Region
Birkendale	Bracebridge	Southeast Region
Bishops Mills	Cornwall	Southeast Region
Black River	Matheson	Northeast Region
Blackstock	Cobourg	Southeast Region
Blainville	Hawkesbury	Southeast Region
Blenheim	Wallaceburg	Southwest Region
Blind River	Mississauga First Nation	North Central Region
Blyth	Clinton	Southwest Region
Bobcaygeon	Haliburton	Southeast Region
Bolton	Shelburne	South Central Region
Bonfield	Bonfield	North Central Region
Bonnechere	Haliburton	Southeast Region
Bonville	Cornwall	Southeast Region
Borden	Shelburne	South Central Region
Bothwell	Wallaceburg	Southwest Region
Bracebridge	Bracebridge	Southeast Region
Bradford	Georgina	South Central Region
Brantford	Brantford	South Central Region
Bright's Grove	Wallaceburg	Southwest Region
Brighton	Cobourg	Southeast Region
Brisbane	Shelburne	South Central Region
Britannia	Orleans	Southeast Region
Britt	Parry Sound	North Central Region
Brockville	Cornwall	Southeast Region
Brooklin	Cobourg	Southeast Region
Bruce Mines	Thessalon First Nation	North Central Region
Brunswick House First Nation	Chapleau	Northeast Region
Buckhorn	Haliburton	Southeast Region
Burk's Falls	Bracebridge	Southeast Region
Burleigh Falls	Haliburton	Southeast Region
Burnbrae	Cobourg	Southeast Region
Burnt River	Haliburton	Southeast Region
Byng Inlet	Parry Sound	North Central Region
Byng Inlet First Nation	Parry Sound	North Central Region

Community Name	Online Learning Centre	Region
Cache Bay	Sturgeon Falls	North Central Region
Caledon	Shelburne	South Central Region
Caledonia	Brantford	South Central Region
Callander	Astorville	North Central Region
Calstock	Constance Lake First Nation	Northeast Region
Cambourne	Cobourg	Southeast Region
Camlachie	Wallaceburg	Southwest Region
Campbell	Gore Bay	North Central Region
Campbellford	Madoc	Southeast Region
Cannington	Georgina	South Central Region
Capreol	Sudbury	Sudbury Region
Caramat	Longlac	Northwest Region
Cardiff	Haliburton	Southeast Region
Cardinal	Cornwall	Southeast Region
Cargill	Kincardine	South Central Region
Carleton Place	Orleans	Southeast Region
Carling	Parry Sound	North Central Region
Carluke	Brantford	South Central Region
Carnarvon	Haliburton	Southeast Region
Cartier	Sudbury	Sudbury Region
Casselman	Cornwall	Southeast Region
Castleton	Cobourg	Southeast Region
Cat Lake First Nation	Pickle Lake	Northwest Region
Cayuga	Brantford	South Central Region
Cedar Springs	Wallaceburg	Southwest Region
Centralia	Clinton	Southwest Region
Centurian	Bracebridge	Southeast Region
Chalk River	Mattawa	North Central Region
Chapleau	Chapleau	Northeast Region
Chapleau Cree First Nation	Chapleau	Northeast Region
Chapleau Ojibway First Nation	Chapleau	Northeast Region
Chaput Hughes	Kirkland Lake	Northeast Region
Charing Cross	Wallaceburg	Southwest Region
Charlton	Englehart	Northeast Region
Chatham	Wallaceburg	Southwest Region
Chatsworth	Kincardine	South Central Region
Chelmsford	Sudbury	Sudbury Region

Community Name	Online Learning Centre	Region
Chepstow	Kincardine	South Central Region
Chesley	Kincardine	South Central Region
Chesterville	Cornwall	Southeast Region
Chippewas of Georgina Island	Georgina	South Central Region
Chippewas of the Thames First Nation	St. Thomas	Southwest Region
Chisholm	Astorville	North Central Region
Chute-à-Blondeau	Hawkesbury	Southeast Region
Clarksburg	Shelburne	South Central Region
Clear Lake	Bracebridge	Southeast Region
Clearwater Bay	Kenora	Northwest Region
Clifford	Kincardine	South Central Region
Clinton	Clinton	Southwest Region
Clute	Cochrane	Northeast Region
Cobalt	Haileybury	Northeast Region
Coboconk	Haliburton	Southeast Region
Cobourg	Cobourg	Southeast Region
Cochrane	Cochrane	Northeast Region
Coe Hill	Madoc	Southeast Region
Colborne	Cobourg	Southeast Region
Colchester	Windsor	Southwest Region
Cold Springs	Cobourg	Southeast Region
Coldwater	Bracebridge	Southeast Region
Collingwood	Shelburne	South Central Region
Comber	Windsor	Southwest Region
Coniston	Sudbury	Sudbury Region
Connaught	South Porcupine	Northeast Region
Constance Lake First Nation	Constance Lake First Nation	Northwest Region
Cookstown	Georgina	South Central Region
Coppins Corners	Georgina	South Central Region
Corbeil	Astorville	North Central Region
Corbyville	Madoc	Southeast Region
Cornwall	Cornwall	Southeast Region
Corruna	Wallaceburg	Southwest Region
Corunna	Wallaceburg	Southwest Region
Cottam	Windsor	Southwest Region
Couchiching First Nations	Fort Frances	Northwest Region
Courtice	Cobourg	Southeast Region

Community Name	Online Learning Centre	Region
Courtright	Wallaceburg	Southwest Region
Crediton	Clinton	Southwest Region
Creemore	Shelburne	South Central Region
Crooked Bay	Parry Sound	North Central Region
Crysler	Cornwall	Southeast Region
Crystal Beach	St. Catharines	South Central Region
Crystal Falls	Sturgeon Falls	North Central Region
Cumberland Beach	Bracebridge	Southeast Region
Curran	Hawkesbury	Southeast Region
Curve Lake First Nation	Cobourg	Southeast Region
Cutler	Espanola	North Central Region
Dane	Kirkland Lake	Northeast Region
Dashwood	Clinton	Southwest Region
Deep River	Mattawa	North Central Region
Delaware	St. Thomas	Southwest Region
Delhi	Brantford	South Central Region
Desbarat	Sault Ste. Marie	North Central Region
Desbarats	Thessalon First Nation	North Central Region
Deseronto	Madoc	Southeast Region
Deux Rivieres	Mattawa	North Central Region
Dobie	Kirkland Lake	Northeast Region
Dokis First Nation	Dokis First Nation	North Central Region
Dorchester	St. Thomas	Southwest Region
Dorset	Bracebridge	Southeast Region
Dover Centre	Wallaceburg	Southwest Region
Dowling	Sudbury	Sudbury Region
Drayton	Woodstock	Southwest Region
Dresden	Wallaceburg	Southwest Region
Dryden	Dryden	Northwest Region
Duart	Wallaceburg	Southwest Region
Dubreuilville	Wawa	Northwest Region
Duclos Point	Georgina	South Central Region
Dunchurch	Parry Sound	North Central Region
Dundalk	Shelburne	South Central Region
Dundas	Brantford	South Central Region
Dunnville	Brantford	South Central Region
Durham	Kincardine	South Central Region

Community Name	Online Learning Centre	Region
Dutton	St. Thomas	Southwest Region
Dwight	Bracebridge	Southeast Region
Dymond	Haileybury	Northeast Region
Eagle Lake	Haliburton	Southeast Region
Ear Falls	Red Lake	Northwest Region
Earlton	Englehart	Northeast Region
East Ferris	Astorville	North Central Region
East Garafraxa	Shelburne	South Central Region
East Gwillimbury	Georgina	South Central Region
Echo Bay	Sault Ste. Marie	North Central Region
Eden	St. Thomas	Southwest Region
Eldee	North Bay	North Central Region
Eldorado	Madoc	Southeast Region
Elizabethtown	Cornwall	Southeast Region
Elk Lake	Englehart	Northeast Region
Elliot Lake	Elliot Lake	North Central Region
Elmira	Woodstock	Southwest Region
Elmvale	Shelburne	South Central Region
Elmwood	Kincardine	South Central Region
Elora	Shelburne	South Central Region
Embro	Woodstock	Southwest Region
Emo	Fort Frances	Northwest Region
Englehart	Englehart	Northeast Region
English River	Ignace	Northwest Region
Erin	Shelburne	South Central Region
Espanola	Espanola	North Central Region
Essex	Windsor	Southwest Region
Estaire	Sudbury	Sudbury Region
Evansville	Gore Bay	North Central Region
Everett	Shelburne	South Central Region
Exeter	Clinton	Southwest Region
Falconbridge	Sudbury	Sudbury Region
Fauquier	Kapuskasing	Northeast Region
Fenelon Falls	Haliburton	Southeast Region
Fergus	Shelburne	South Central Region
Field	Sturgeon Falls	North Central Region
Finch	Cornwall	Southeast Region

Community Name	Online Learning Centre	Region
Fingal	St. Thomas	Southwest Region
Flesherton	Shelburne	South Central Region
Flinton	Madoc	Southeast Region
Floradale	Shelburne	South Central Region
Floral Park	Bracebridge	Southeast Region
Florence	Wallaceburg	Southwest Region
Foot's Bay	Parry Sound	North Central Region
Forest	Wallaceburg	Southwest Region
Forest Home	Bracebridge	Southeast Region
Fort Erie	St. Catharines	South Central Region
Fort Frances	Fort Frances	Northwest Region
Fort William First Nation	Thunder Bay	Thunder Bay Region
Foxboro	Madoc	Southeast Region
Frankford	Madoc	Southeast Region
Frederick House	Cochrane	Northeast Region
French River	St. Charles	North Central Region
Garden River First Nation	Sault Ste. Marie	North Central Region
Garden Village	Nipissing First Nation	North Central Region
Garson	Sudbury	Sudbury Region
Georgetown	Shelburne	South Central Region
Georgina	Georgina	South Central Region
Geraldton	Geraldton	Northwest Region
Gilmour	Madoc	Southeast Region
Ginoogaming First Nation	Ginoogaming First Nation	Northwest Region
Glanworth	St. Thomas	Southwest Region
Glen Robertson	Hawkesbury	Southeast Region
Glencoe	St. Thomas	Southwest Region
Glengarry	Cornwall	Southeast Region
Gloucester	Orleans	Southeast Region
Goderich	Clinton	Southwest Region
Gogama	South Porcupine	Northeast Region
Golden	Red Lake	Northwest Region
Gooderham	Haliburton	Southeast Region
Gordon Mills	Gore Bay	North Central Region
Gore Bay	Gore Bay	North Central Region
Gores Landing	Cobourg	Southeast Region
Goulais River	Sault Ste. Marie	North Central Region

Community Name	Online Learning Centre	Region
Grand Bend	Clinton	Southwest Region
Grand Pointe	Wallaceburg	Southwest Region
Grand Valley	Shelburne	South Central Region
Gravel Hill	Cornwall	Southeast Region
Gravenhurst	Bracebridge	Southeast Region
Greater Napanee	Madoc	Southeast Region
Green Valley	Cornwall	Southeast Region
Grimsby	St. Catharines	South Central Region
Gros Cap	Sault Ste. Marie	North Central Region
Gull Bay First Nation	Thunder Bay	Thunder Bay Region
Guthrie	Bracebridge	Southeast Region
Haileybury	Haileybury	Northeast Region
Haliburton	Haliburton	Southeast Region
Hanmer	Sudbury	Sudbury Region
Hanover	Kincardine	South Central Region
Harrow	Windsor	Southwest Region
Harty	Kapuskasing	Northeast Region
Harwood	Cobourg	Southeast Region
Hastings	Cobourg	Southeast Region
Havelock	Madoc	Southeast Region
Hawkesbury	Hawkesbury	Southeast Region
Hawkins Corners	Bracebridge	Southeast Region
Hearst	Hearst	Northeast Region
Hensall	Clinton	Southwest Region
Henvey Inlet First Nation	Parry Sound	North Central Region
Hepworth	Kincardine	South Central Region
Heyden	Sault Ste. Marie	North Central Region
Hidden Valley	Bracebridge	Southeast Region
Highland Grove	Haliburton	Southeast Region
Hilton	Thessalon First Nation	North Central Region
Hilton Beach	Thessalon First Nation	North Central Region
Holland Landing	Georgina	South Central Region
Honey Harbour	Parry Sound	North Central Region
Hornepayne	White River	Northwest Region
Hornings Mills	Shelburne	South Central Region
Hoyle	South Porcupine	Northeast Region
Hudson	Haileybury	Northeast Region

Community Name	Online Learning Centre	Region
Hudson	Sioux Lookout	Northwest Region
Huntsville	Bracebridge	Southeast Region
Huron Park	Clinton	Southwest Region
Ignace	Ignace	Northwest Region
Ingersoll	Woodstock	Southwest Region
Ingleside	Cornwall	Southeast Region
Innisfil	Georgina	South Central Region
Iona Station	St. Thomas	Southwest Region
Iron Bridge	Thessalon First Nation	North Central Region
Iroquois Falls	Iroquois Falls	Northeast Region
Island Grove	Georgina	South Central Region
Jackson's Point	Georgina	South Central Region
Jackson's Point	Georgina	South Central Region
Jarvis	Brantford	South Central Region
Jerseyville	Brantford	South Central Region
Jocelyn	Thessalon First Nation	North Central Region
Kagawong	M'Chigeeng First Nation	North Central Region
Kakabeka Falls	Thunder Bay	Thunder Bay Region
Kaministiquia	Thunder Bay	Thunder Bay Region
Kamiskotia	South Porcupine	Northeast Region
Kanata	Orleans	Southeast Region
Kapuskasing	Kapuskasing	Northeast Region
Katrine	South River	North Central Region
Kearney	South River	North Central Region
Kearns	Kirkland Lake	Northeast Region
Keewatin	Kenora	Northwest Region
Kenilworth	Shelburne	South Central Region
Kenogami	Kirkland Lake	Northeast Region
Kenora	Kenora	Northwest Region
Kent Bridge	Wallaceburg	Southwest Region
Keswick	Georgina	South Central Region
Kettle & Stony Point First Nation	Clinton	Southwest Region
Killarney	Sudbury	Sudbury Region
Kilworthy	Bracebridge	Southeast Region
Kincardine	Kincardine	South Central Region
King City	Georgina	South Central Region
King Kirkland	Kirkland Lake	Northeast Region

Community Name	Online Learning Centre	Region
King-Lebel	Kirkland Lake	Northeast Region
Kingsville	Windsor	Southwest Region
Kinmount	Haliburton	Southeast Region
Kirkland Lake	Kirkland Lake	Northeast Region
Kitigan	Kapuskasing	Northeast Region
Komoka	St. Thomas	Southwest Region
L'Orignal	Hawkesbury	Southeast Region
Laird	Sault Ste. Marie	North Central Region
Lake Helen Reserve	Red Rock Indian Band	Northwest Region
Lakefield	Cobourg	Southeast Region
Lakeshore	Windsor	Southwest Region
Lambeth	St. Thomas	Southwest Region
Lancaster	Cornwall	Southeast Region
Larder Lake	Kirkland Lake	Northeast Region
LaSalle	Windsor	Southwest Region
Latchford	Haileybury	Northeast Region
Lavigne	Sturgeon Falls	North Central Region
Leamington	Windsor	Southwest Region
Levack	Sudbury	Sudbury Region
Lighthouse Cove	Wallaceburg	Southwest Region
Limoges	Orleans	Southeast Region
Lincoln	St. Catharines	South Central Region
Lindsay	Cobourg	Southeast Region
Lions Head	Kincardine	South Central Region
Listowel	Clinton	Southwest Region
Little Current	M'Chigeeng First Nation	North Central Region
Lively	Sudbury	Sudbury Region
Long Lac 58 First Nation	Longlac	Northwest Region
Long Sault	Cornwall	Southeast Region
Longlac	Longlac	Northwest Region
Lowthe	Hearst	Northeast Region
Lucan	Clinton	Southwest Region
Lucknow	Kincardine	South Central Region
Lyndhurst	Cornwall	Southeast Region
M'Chigeeng First Nation	M'Chigeeng First Nation	North Central Region
MacTier	Parry Sound	North Central Region
Madoc	Madoc	Southeast Region

Community Name	Online Learning Centre	Region
Magnetawan	South River	North Central Region
Magnetawan First Nation	Parry Sound	North Central Region
Magnetewan	Parry Sound	North Central Region
Magnetewan First Nation	Parry Sound	North Central Region
Mallorytown	Cornwall	Southeast Region
Manitouwadge	Manitouwadge	Northwest Region
Manitowaning	Wikwemikong First Nation	North Central Region
Manotick	Orleans	Southeast Region
Mansfield	Shelburne	South Central Region
Maple	Georgina	South Central Region
Marathon	Marathon	Northwest Region
Markdale	Kincardine	South Central Region
Markstay	St. Charles	North Central Region
Marlbank	Madoc	Southeast Region
Marmora	Madoc	Southeast Region
Marsville	Shelburne	South Central Region
Martintown	Cornwall	Southeast Region
Massey	Massey	North Central Region
Matachawan Township	Kirkland Lake	Northeast Region
Matachewan First Nation	Kirkland Lake	Northeast Region
Matheson	Matheson	Northeast Region
Mattagami First Nation	South Porcupine	Northeast Region
Mattawa	Mattawa	North Central Region
Mattice	Hearst	Northeast Region
Maxville	Cornwall	Southeast Region
Maynooth	Haliburton	Southeast Region
McDougall	Parry Sound	North Central Region
McGarry	Kirkland Lake	Northeast Region
McKellar	Parry Sound	North Central Region
McKerrow	Espanola	North Central Region
Meaford	Kincardine	South Central Region
Melissa	Bracebridge	Southeast Region
Merickville	Orleans	Southeast Region
Merlin	Wallaceburg	Southwest Region
Michipicoten First Nation	Wawa	Northwest Region
Midland	Parry Sound	North Central Region
Milford Bay	Bracebridge	Southeast Region

Community Name	Online Learning Centre	Region
Mindemoya	M'Chigeeng First Nation	North Central Region
Minden	Haliburton	Southeast Region
Minett	Bracebridge	Southeast Region
Mississauga First Nation	Mississauga First Nation	North Central Region
Mississauga of the New Credit First Nation	Brantford	South Central Region
Mississaugas of Scugog Island First Nation	Georgina	South Central Region
Mitchell	Clinton	Southwest Region
Mitchell's Bay	Wallaceburg	Southwest Region
Mohawks of the Bay of Quinte First Nation	Madoc	Southeast Region
Monetville	Dokis First Nation	North Central Region
Monkland	Cornwall	Southeast Region
Mono	Shelburne	South Central Region
Monteith	Iroquois Falls	Northeast Region
Moonbeam	Kapuskasing	Northeast Region
Moonstone	Bracebridge	Southeast Region
Mooretown	Wallaceburg	Southwest Region
Moose Creek	Cornwall	Southeast Region
Moose Deer Point	Parry Sound	North Central Region
Moose Factory First Nation	Moose Cree First Nation	Northeast Region
Moosonee	Moosonee	Northeast Region
Morganston	Cobourg	Southeast Region
Morrisburg	Cornwall	Southeast Region
Morrison Landing	Bracebridge	Southeast Region
Mount Albert	Georgina	South Central Region
Mount Brydges	St. Thomas	Southwest Region
Mount Carmel	Clinton	Southwest Region
Mount Forest	Shelburne	South Central Region
Muncey	St. Thomas	Southwest Region
Munsee-Delaware First Nation	St. Thomas	Southwest Region
Nairn Centre	Espanola	North Central Region
Nakina	Nakina	Northwest Region
Napanee	Cornwall	Southeast Region
Naticoke	Brantford	South Central Region
Naughton	Sudbury	Sudbury Region
Navan	Orleans	Southeast Region

Community Name	Online Learning Centre	Region
Neebing	Thunder Bay	Thunder Bay Region
Nepean	Orleans	Southeast Region
Nester Falls	Kenora	Northwest Region
Nesterville	Thessalon First Nation	North Central Region
New Hamburg	Woodstock	Southwest Region
New Liskeard	Haileybury	Northeast Region
New Tecumseth	Shelburne	South Central Region
Newholm	Bracebridge	Southeast Region
Newmarket	Georgina	South Central Region
Niagara Falls	St. Catharines	South Central Region
Niagara on the Lake	St. Catharines	South Central Region
Nighthawk	South Porcupine	Northeast Region
Nipigon	Red Rock	Northwest Region
Nipissing First Nation	Nipissing First Nation	North Central Region
Nobel	Parry Sound	North Central Region
Noëlville	St. Charles	North Central Region
Nolalu	Thunder Bay	Thunder Bay Region
Norland	Haliburton	Southeast Region
North Augusta	Cornwall	Southeast Region
North Bay	North Bay	North Central Region
North Bruce	Kincardine	South Central Region
North Caribou Lake First Nation	North Caribou Lake First Nation	Northwest Region
North Cobalt	Haileybury	Northeast Region
North Kawartha	Madoc	Southeast Region
North Lancaster	Cornwall	Southeast Region
North Portage	Bracebridge	Southeast Region
Northbrook	Madoc	Southeast Region
Norwood	Madoc	Southeast Region
Novar	South River	North Central Region
Odessa	Madoc	Southeast Region
Ohsweken	Brantford	South Central Region
Oliphant	Kincardine	South Central Region
Omemee	Cobourg	Southeast Region
Onaping	Sudbury	Sudbury Region
Oneida of the Thames First Nation	St. Thomas	Southwest Region
Opasatika	Kapuskasing	Northeast Region

Community Name	Online Learning Centre	Region
Orangeville	Shelburne	South Central Region
Orchardville	Shelburne	South Central Region
Orillia	Bracebridge	Southeast Region
Orleans	Orleans	Southeast Region
Oro Station	Bracebridge	Southeast Region
Oro-Medonte	Bracebridge	Southeast Region
Orrville	Parry Sound	North Central Region
Orton	Shelburne	South Central Region
Owen Sound	Kincardine	South Central Region
Oxdrift	Dryden	Northwest Region
Oxford Station	Cornwall	Southeast Region
Pain Court	Wallaceburg	Southwest Region
Paisley	Kincardine	South Central Region
Palgrave	Shelburne	South Central Region
Palmer Rapids	Haliburton	Southeast Region
Park Hill	Clinton	Southwest Region
Parry Sound	Parry Sound	North Central Region
Paudash	Haliburton	Southeast Region
Pefferlaw	Georgina	South Central Region
Pelham	St. Catharines	South Central Region
Pembroke	Orleans	Southeast Region
Penetanguishene	Parry Sound	North Central Region
Perkinsfield	Parry Sound	North Central Region
Perth	Madoc	Southeast Region
Petawawa	Mattawa	North Central Region
Petersburg	Woodstock	Southwest Region
Petrolia	Wallaceburg	Southwest Region
Pic Mobert First Nation	Pic Mobert First Nation	Northwest Region
Pic River First Nation	Pic River First Nation	Northwest Region
Pickle Lake	Pickle Lake	Northwest Region
Picton	Madoc	Southeast Region
Pine River	Kincardine	South Central Region
Pinewood	Rainy River	Northwest Region
Plantagenet	Hawkesbury	Southeast Region
Plattsville	Woodstock	Southwest Region
Point Edward	Wallaceburg	Southwest Region
Pointe au Baril	Parry Sound	North Central Region

Community Name	Online Learning Centre	Region
Porcupine	South Porcupine	Northeast Region
Porquis Junction	Iroquois Falls	Northeast Region
Port Bolster	Georgina	South Central Region
Port Bruce	St. Thomas	Southwest Region
Port Burwell	St. Thomas	Southwest Region
Port Carling	Bracebridge	Southeast Region
Port Colborne	St. Catharines	South Central Region
Port Cunningham	Bracebridge	Southeast Region
Port Dalhousie	St. Catharines	South Central Region
Port Dover	Brantford	South Central Region
Port Elgin	Kincardine	South Central Region
Port Franks	Clinton	Southwest Region
Port Hope	Cobourg	Southeast Region
Port Lambton	Wallaceburg	Southwest Region
Port Loring	South River	North Central Region
Port McNicoll	Parry Sound	North Central Region
Port Perry	Georgina	South Central Region
Port Rowan	Brantford	South Central Region
Port Ryerse	Brantford	South Central Region
Port Severn	Parry Sound	North Central Region
Port Stanley	St. Thomas	Southwest Region
Port Sydney	Bracebridge	Southeast Region
Potters Landing	Parry Sound	North Central Region
Powassan	South River	North Central Region
Prescott	Cornwall	Southeast Region
Preston Lake	Georgina	South Central Region
Proton Station	Shelburne	South Central Region
Providence Bay	M'Chigeeng First Nation	North Central Region
Queensville	Georgina	South Central Region
Quinte West	Madoc	Southeast Region
Rainy River	Rainy River	Northwest Region
Rainy River First Nations	Fort Frances	Northwest Region
Rama	Bracebridge	Southeast Region
Ramore	Matheson	Northeast Region
Ravenscliffe	Bracebridge	Southeast Region
Raymond	Bracebridge	Southeast Region
Red Lake	Red Lake	Northwest Region

Community Name	Online Learning Centre	Region
Red Rock	Red Rock	Northwest Region
Redbridge	North Bay	North Central Region
Redwood	Bracebridge	Southeast Region
Renton	Brantford	South Central Region
Restoule	South River	North Central Region
Richards Landing	Thessalon First Nation	North Central Region
Richmond	Orleans	Southeast Region
Ridgetown	Wallaceburg	Southwest Region
Ripley	Kincardine	South Central Region
River Canard	Windsor	Southwest Region
River Valley	Sturgeon Falls	North Central Region
Roche's Point	Georgina	South Central Region
Rockford	Kincardine	South Central Region
Rockingham	Haliburton	Southeast Region
Rockland	Orleans	Southeast Region
Rockwood	Shelburne	South Central Region
Rocky Bay First Nation	Red Rock	Northwest Region
Rodney	St. Thomas	Southwest Region
Rolphton	Mattawa	North Central Region
Rosemont	Shelburne	South Central Region
Roseneath	Cobourg	Southeast Region
Rosseau	Parry Sound	North Central Region
Russell	Orleans	Southeast Region
Rutherglen	Mattawa	North Central Region
Sagamok Anishnawbek First Nation	Espanola	North Central Region
Saint Isidore	Hawkesbury	Southeast Region
Salem	Shelburne	South Central Region
Sandfield	M'Chigeeng First Nation	North Central Region
Sandusk	Brantford	South Central Region
Sandy Lake First Nation	Sandy Lake First Nation	Northwest Region
Sarnia	Wallaceburg	Southwest Region
Sauble Beach	Kincardine	South Central Region
Saugeen First Nation	Kincardine	South Central Region
Saugeen Shores	Kincardine	South Central Region
Sault Ste. Marie	Sault Ste. Marie	North Central Region
Savant Lake	Sioux Lookout	Northwest Region
Schreiber	Schreiber	Northwest Region

Community Name	Online Learning Centre	Region
Schumacher	South Porcupine	Northeast Region
Scugog	Georgina	South Central Region
Seaforth	Clinton	Southwest Region
Searchmont	Sault Ste. Marie	North Central Region
Searchmount	Sault Ste. Marie	North Central Region
Sebright	Bracebridge	Southeast Region
Sebringville	Clinton	Southwest Region
Seely's Bay	Madoc	Southeast Region
Seguin	Parry Sound	North Central Region
Selkirk	Brantford	South Central Region
Sequin	Parry Sound	North Central Region
Serpent River First Nation	Serpent River First Nation	North Central Region
Sesekinka	Kirkland Lake	Northeast Region
Severn Bridge	Bracebridge	Southeast Region
Severn Falls	Bracebridge	Southeast Region
Shakespeare	Clinton	Southwest Region
Shannonville	Madoc	Southeast Region
Shanty Bay	Georgina	South Central Region
Sharbot Lake	Madoc	Southeast Region
Sharon	Georgina	South Central Region
Shawanaga First Nation	Parry Sound	North Central Region
Shedden	St. Thomas	Southwest Region
Sheguiandah First Nation	Wikwemikong First Nation	North Central Region
Sheguindah First Nation	M'Chigeeng First Nation	North Central Region
Shelburne	Shelburne	South Central Region
Sherwood	Thessalon First Nation	North Central Region
Sheshegwaning First Nation	Gore Bay	North Central Region
Shillington	Matheson	Northeast Region
Shining Tree	Englehart	Northeast Region
Shoal Lake 40 First Nation	Kenora	Northwest Region
Shuniah	Thunder Bay	Thunder Bay Region
Simcoe	Brantford	South Central Region
Singhampton	Shelburne	South Central Region
Sioux Lookout	Sioux Lookout	Northwest Region
Sioux Narrows	Kenora	Northwest Region
Six Nations of the Grand River Territory	Brantford	South Central Region
Slate Falls First Nation	Sioux Lookout	Northwest Region

Community Name	Online Learning Centre	Region
Smooth Rock Falls	Smooth Rock Falls	Northeast Region
Sombra	Wallaceburg	Southwest Region
South Bay Mouth	M'Chigeeng First Nation	North Central Region
South Baymouth	M'Chigeeng First Nation	North Central Region
South Bruce Peninsula	Kincardine	South Central Region
South Glengarry	Cornwall	Southeast Region
South Lancaster	Cornwall	Southeast Region
South Porcupine	South Porcupine	Northeast Region
South River	South River	North Central Region
Southampton	Kincardine	South Central Region
Spanish	Serpent River First Nation	North Central Region
Sparta	St. Thomas	Southwest Region
Spencerville	Cornwall	Southeast Region
Spragge	Serpent River First Nation	North Central Region
Springbrook	Madoc	Southeast Region
Springfield	St. Thomas	Southwest Region
Sprucedale	South River	North Central Region
St. Andrews	Cornwall	Southeast Region
St. Catharines	St. Catharines	South Central Region
St. Charles	St. Charles	North Central Region
St. Elmo	Bracebridge	Southeast Region
St. Isidore	Hawkesbury	Southeast Region
St. Jacobs	Woodstock	Southwest Region
St. Joseph	Sault Ste. Marie	North Central Region
St. Marys	Clinton	Southwest Region
St. Thomas	St. Thomas	Southwest Region
St-Albert	Hawkesbury	Southeast Region
Stayner	Shelburne	South Central Region
St-Eugène	Hawkesbury	Southeast Region
Stirling	Madoc	Southeast Region
Stirling Falls	South River	North Central Region
Stonecliffe	Mattawa	North Central Region
Stoney Creek	St. Catharines	South Central Region
Stoney Point	Windsor	Southwest Region
Straffordville	St. Thomas	Southwest Region
Stratford	Clinton	Southwest Region
Strathroy	St. Thomas	Southwest Region

Community Name	Online Learning Centre	Region
Stratton	Rainy River	Northwest Region
Sturgeon Bay	Parry Sound	North Central Region
Sturgeon Falls	Sturgeon Falls	North Central Region
Sucker Creek First Nation	M'Chigeeng First Nation	North Central Region
Sudbury	Sudbury	Sudbury Region
Summer Beaver First Nation	Summer Beaver First Nation	Northwest Region
Sundridge	South River	North Central Region
Sutton	Georgina	South Central Region
Sutton West	Georgina	South Central Region
Swastika	Kirkland Lake	Northeast Region
Sydenham	Madoc	Southeast Region
Tamsworth	Madoc	Southeast Region
Tara	Kincardine	South Central Region
Tarzwell	Kirkland Lake	Northeast Region
Tavistock	Woodstock	Southwest Region
Tecumseh	Windsor	Southwest Region
Teeswater	Kincardine	South Central Region
Tehkummah	M'Chigeeng First Nation	North Central Region
Temagami	Haileybury	Northeast Region
Temiskaming Shore	Haileybury	Northeast Region
Terrace Bay	Terrace Bay	Northwest Region
Thamesville	Wallaceburg	Southwest Region
Thedford	Clinton	Southwest Region
Thessalon	Thessalon First Nation	North Central Region
Thessalon First Nation	Thessalon First Nation	North Central Region
Thorne	North Bay	North Central Region
Thornloe	Englehart	Northeast Region
Thorold	St. Catharines	South Central Region
Thunder Bay	Thunder Bay	Thunder Bay Region
Tilbury	Wallaceburg	Southwest Region
Tillsonburg	Woodstock	Southwest Region
Timmins	South Porcupine	Northeast Region
Tiverton	Kincardine	South Central Region
Tobermory	Kincardine	South Central Region
Torrance	Bracebridge	Southeast Region
Tory Hill	Haliburton	Southeast Region
Tottenham	Shelburne	South Central Region

Community Name	Online Learning Centre	Region
Townsend	Brantford	South Central Region
Tramore	Haliburton	Southeast Region
Trenton	Madoc	Southeast Region
Trout Creek	South River	North Central Region
Tupperville	Wallaceburg	Southwest Region
Tweed	Madoc	Southeast Region
Udora	Georgina	South Central Region
Uffington	Bracebridge	Southeast Region
Underwood	Kincardine	South Central Region
Uptergrove	Bracebridge	Southeast Region
Utterson	Bracebridge	Southeast Region
Uxbridge	Georgina	South Central Region
Val Caron	Sudbury	Sudbury Region
Val Gagne	Iroquois Falls	Northeast Region
Val Rita	Kapuskasing	Northeast Region
Val-Côté	Hearst	Northeast Region
Vanier	Orleans	Southeast Region
Vankleek Hill	Hawkesbury	Southeast Region
Verner	Sturgeon Falls	North Central Region
Victoria Harbour	Parry Sound	North Central Region
Vienna	St. Thomas	Southwest Region
Viriginiatown	Kirkland Lake	Northeast Region
Wahgoshig First Nation	Wahgoshig First Nation	Northeast Region
Wahnapitae	Sudbury	Sudbury Region
Wahnapitae First Nation	Sudbury	Sudbury Region
Wainfleet	St. Catharines	South Central Region
Walford	Massey	North Central Region
Walkerton	Kincardine	South Central Region
Wallaceburg	Wallaceburg	Southwest Region
Walpole Island First Nation	Wallaceburg	Southwest Region
Wardsville	St. Thomas	Southwest Region
Warkworth	Cobourg	Southeast Region
Warminster	Bracebridge	Southeast Region
Warren	St. Charles	North Central Region
Wasaga Beach	Shelburne	South Central Region
Wasauksing First Nation	Wasauksing First Nation	Northwest Region
Washago	Bracebridge	Southeast Region

Community Name	Online Learning Centre	Region
Waterford	Brantford	South Central Region
Watford	Wallaceburg	Southwest Region
Waubaushene	Parry Sound	North Central Region
Wawa	Wawa	Northwest Region
Webbwood	Espanola	North Central Region
Welland	St. Catharines	South Central Region
Wellesley	Woodstock	Southwest Region
Wendover	Hawkesbury	Southeast Region
West Guilford	Haliburton	Southeast Region
West Lincoln	St. Catharines	South Central Region
West Lorne	St. Thomas	Southwest Region
Wheatley	Wallaceburg	Southwest Region
Whitchurch-Stouffville	Georgina	South Central Region
White River	White River	Northwest Region
Whitefish	Sudbury	Sudbury Region
Whitefish Falls	Espanola	North Central Region
Whitefish River First Nation	Espanola	North Central Region
Whitestone	Parry Sound	North Central Region
Wiarton	Kincardine	South Central Region
Wikwemikong First Nation	Wikwemikong First Nation	North Central Region
Wilberforce	Haliburton	Southeast Region
Williamsburg	Cornwall	Southeast Region
Williamstown	Cornwall	Southeast Region
Wilno	Haliburton	Southeast Region
Winchester	Cornwall	Southeast Region
Windermere	Bracebridge	Southeast Region
Windsor	Windsor	Southwest Region
Wingham	Clinton	Southwest Region
Woodington	Bracebridge	Southeast Region
Woodstock	Woodstock	Southwest Region
Worthington	Espanola	North Central Region
Wunnumun Lake First Nation	Wunnumun Lake First Nation	Northwest Region
Wyoming	Wallaceburg	Southwest Region
Zephyr	Georgina	South Central Region
Zurich	Clinton	Southwest Region

Appendix 4 – List of Current Online Learning Centres and Access Points

Contact North | Contact Nord has two categories of locations:

1) Online Learning Centres

   For a location to be designated a Contact North | Contact Nord online learning centre, the location must be staffed on a permanent basis (either full-time or part-time staff based on the local needs) and offer the following eight services to Ontarians:

   • Use computers equipped with Internet access to connect to classes and complete classwork

   • Use web conferencing and videoconferencing platforms to connect to classes

   • Write supervised or unsupervised tests or exams

   • Get referrals to other local support services to further support their educational, personal and professional needs

   • Get help to find available online programs and courses to meet their needs

   • Get help to register in their chosen program and courses

   • Get information on financial aid options and get help to complete application forms for financial aid

   • Receive support and encouragement from Contact North | Contact Nord staff as they complete their education

   Contact North | Contact Nord currently has 116 online learning centres.

2) Access Points

   Locations that do not offer all eight services in the criteria for designation as an online learning centre in 1) are designated as an "access point" where Ontarians can access a smaller number of the eight services and Contact North | Contact Nord staff may be onsite depending on the location and the demand for services.

   Access points are co-located in facilities maintained by other local stakeholders and referral partners where Contact North | Contact Nord can provide service to Ontarians in communities without an online learning centre or where the demand is not sufficient to open an online learning centre.

Contact North | Contact Nord currently has 213 access points.

There are communities with both an online learning centre and access points.

Depending on the geographic size of the community, there may be multiple access points. As an example, the municipality of Chatham-Kent is the ninth-largest city / town in Canada by area (2,457.90 square kilometres) and has 9 access points throughout the municipality serving Ontarians in their local area / community.

Examples of local organizations hosting access points include:

- Canadian Forces Bases
- College regional campuses and district school board locations (public and secondary schools)
- Community health care facilities
- Correctional facilities
- Employment service providers
- First Nation administration offices and Education Authority offices
- Francophone organizations
- Literacy providers
- Ontario Disability Support Program offices
- Ontario Works offices
- Public libraries
- YMCA facilities

Examples of Contact North | Contact Nord supporting Ontarians at access points:

- Staff has a regular schedule of hours at a local public library where students and prospective students can make an appointment with staff and get information on available online programs and courses and help with the registration process.

- As part of a referral partnership, staff regularly attend a local Ontario Works office to assist clients with information on available online programs and courses and help with the registration process.

- Contact North | Contact Nord maintains computer workstations in a First Nation Education Authority office for local students participating in courses offered via Contact North | Contact Nord's web conferencing platform to access their courses. The students have access to Contact North | Contact Nord's Technical Support Hotline and regular follow-ups by staff.

List of 116 Communities with an Online Learning Centre

Akwesasne
Astorville
Atikokan
Attawapiskat First Nation
Bear Island First Nation
Beardmore
Big Grassy First Nation
Big Trout Lake First Nation
Blind River
Bonfield
Bracebridge
Brantford
Bruce Mines
Chapleau
Clinton
Cobalt
Cobourg
Cochrane
Constance Lake First Nation
Cornwall
Dokis First Nation
Dryden
Dubreuilville
Ear Falls
Earlton
Elk Lake
Elliot Lake
Emo
Englehart
Espanola
Fort Frances
Georgina
Geraldton
Ginoogaming First Nation
Gogama
Gore Bay
Haileybury
Haliburton
Hawkesbury
Hearst

Ignace
Iroquois Falls
Kapuskasing
Kenora
Kincardine
Kirkland Lake
Latchford
Longlac
M'Chigeeng First Nation
Madoc
Magnetawan First Nation
Manitouwadge
Marathon
Massey
Matachewan First Nation
Matheson
Mattawa
Mississauga First Nation
Mississaugas of the New Credit First Nation
Moose Factory First Nation
Moosonee
Nakina
Nipigon Nipissing First Nation
Noëlville
Nolalu
North Bay
North Caribou Lake First Nation
Onaping
Orléans
Parry Sound
Pic Mobert First Nation
Pic River First Nation
Pickle Lake
Rainy River
Ramore
Red Lake
Red Rock Indian Band
Rocky Bay First Nation
Sagamok First Nation
Sandy Lake First Nation
Sault Ste. Marie

Schreiber
Serpent River First Nation
Shelburne
Sioux Lookout
Six Nations First Nation
Smooth Rock Falls
South Porcupine
South River
Spanish
St. Catharines
St. Charles
St. Thomas
Stratford
Sturgeon Falls
Sudbury
Summer Beaver First Nation
Temagami
Terrace Bay
Thessalon First Nation
Thorne
Thunder Bay
Virginiatown
Wahgoshig First Nation
Wallaceburg
Warren
Wasauksing First Nation
Wawa
White River
Wikwemikong First Nation
Windsor
Woodstock
Wunnumin Lake First Nation

List of Communities with 213 Access Points

Community	Number of Access Points
Ailsa Craig	1
Ajax	1
Akwesasne	2
Alderville First Nation	1
Alexandria	2
Algonquin Highlands	1
Alliston	4
Angus	1
Aurora	2
Barrie	4
Beamsville	1
Bobcaygeon	1
Bracebridge	1
Bradford	2
Brampton	1
Brantford	4
Brockville	1
Caledonia	1
Cambridge	1
Cardiff	1
Chatham	8
Collingwood	3
Cornwall	9
Curve Lake First Nation	1
Deer Lake First Nation	1
Dorchester	1
Dorset	1
Dunnville	2
Edwardsburg	1
Exeter	1
Fergus	2
Fort Erie	1
Gloucester	1
Goderich	1
Gooderham	1
Grand Bend	1
Gravenhurst	3

Grimsby	1
Hagersville	1
Haliburton	2
Hanover	1
Hawkesbury	1
Hiawatha First Nation	1
Highland Grove	1
Huntsville	1
Innisfil	1
Kemptville	1
Keswick	3
Kincardine	1
Kitchener	1
Lac Seul First Nation	1
Lakefield	1
Leamington	1
Lindsay	3
Listowel	1
London	2
Lucan	1
Markdale	1
Markham	1
Meaford	1
Migisi Sahgaigan (Eagle Lake) First Nation	1
Minden	2
Mississaugus of the New Credit First Nation	1
Moraviantown	1
Morrisburg	1
Mount Forest	1
Nepean	2
New Liskeard	1
Newmarket	2
Newmarket	2
Niagara Falls	3
North Bay	1
North York	1
Orangeville	3
Orillia	4
Ottawa	1
Owen Sound	4

Paris	1
Park Hill	1
Pembroke	1
Peterborough	3
Pikangikum First Nation	1
Port Elgin	2
Port Hope	1
Prescott	2
Rama	2
Rockland	1
Sandy Lake First Nation	1
Sarnia	1
Saugeen First Nation	1
Scugog Island First Nation	1
Shelburne	4
Simcoe	3
Six Nations of the Grand River Territory	4
Smithville	1
St. Catharines	2
St. Thomas	3
Stouffville	1
Stratford	1
Strathroy	1
Summerstown	1
Sutton	4
Teeswater	1
Thorold	2
Timmins	1
Trenton	1
Uxbridge	1
Vaughan	1
Walkerton	4
Welland	1
West Lorne	1
Whitesand First Nation	1
Wilberforce	1
Williamsburg	1
Winchester	1
Windsor	3

Appendix 5 – Contact North | Contact Nord Context

Value Proposition

As Ontario's community-based bilingual distance education and training network, Contact North | Contact Nord helps underserved residents in 800 small, rural, remote, Indigenous and Francophone communities get jobs by providing equitable access to education and training without leaving their communities.

Pursuing their education and training at home saves money for Ontarians by avoiding travel, accommodation, meal, parking and other costs of attending on-campus and allows them to continue to contribute economically and socially to their community while pursuing their education and training. This makes it possible for Ontarians with limited financial means to access education and training.

Contact North | Contact Nord provides its services in English and French and are available free to Ontarians.

Mandate

Contact North | Contact Nord, a not-for-profit corporation established in 1986 with its headquarters in Thunder Bay, has the following mandate since inception:

To improve access to formal education and training at the basic skills, secondary, and post-secondary levels and to informal education opportunities for residents of Ontario.

To collaborate with Indigenous peoples, Francophones and communities in Ontario to facilitate response by educational providers (working with Ontario institutions specifically) to meet identified needs.

To support innovation in education and learning through testing and applied research of new modes of "delivery" using technology and to share information in Ontario, nationally, and internationally.

Saving Money for Ontarians

By supporting Ontarians to pursue their education and training without leaving their community, Contact North | Contact Nord helps Ontarians save money each year in three specific ways:

1. Ontarians do not have to incur travel, accommodation, meal, parking and other costs of attending on-campus, which represents a significant and substantial saving over the course of a 3- or 4-year credential or for the current worker who needs to upgrade her or his skills. Local access also allows these Ontarians to continue to contribute economically and socially to their community while pursuing their education.

2. Adult learners want flexible learning so they can work, raise a family and learn at the same time. Using Contact North | Contact Nord's services in their community can save on childcare costs, travel costs, meals, etc. incurred by adult learners to study.

3. At the local online learning centres across the province, Ontarians can use the computer workstations and Internet access to complete their coursework at no cost, thus saving the expense of having to purchase a computer and Internet access for low-income Ontarians and those who otherwise cannot afford it. The online learning centres have all necessary software to connect to courses and complete coursework, again cost savings for the student.

Through these savings opportunities, Contact North | Contact Nord makes it possible for Ontarians without the financial means to access education and training.

Helping Education and Training Providers Reduce Costs Through a Suite of Shared Services

Through its suite of free shared services to 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers, Contact North | Contact Nord helps these providers reduce their costs in three specific ways:

1. Providing free use of the videoconferencing platform, web conferencing platform and Moodle learning management system eliminates the need for the providers to invest in and maintain their own platforms.

2. Providing free training on the effective use of the platforms reduces training costs.

3. Providing free local recruiting services in 800 small, rural, remote, Indigenous and Francophone communities helps reduce the per student cost of recruitment and helps to maximize the investment in developing online programs and courses by ensuring the courses have sufficient numbers of students.

What We Do

Across Ontario, Contact North | Contact Nord:

1. Offers free, personalized, local support services, in English and French, to help underserved residents in 800 small, rural, remote, Indigenous and Francophone communities get jobs by providing equitable access to education and training without leaving their communities.

   Contact North | Contact Nord places a special focus on serving these seven groups of underserved Ontarians:

   - Employment Ontario clients (unemployed)
   - Ontario Works clients
   - People with disabilities

- Incarcerated
- Newcomers and refugees
- Indigenous peoples
- Francophones

2. Collaborates with 4,777 local and provincial organizations, including:

- Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers

- ACE DISTANCE / ONLINE, Deaf Learn Now, FORMATION À DISTANCE, Good Learning Anywhere Sioux-Hudson Literacy Council, and the learning hub (part of the e-Channel Transfer Payment Agreement)

- eCampusOntario, Independent Learning Centre (ILC), OntarioLearn, Ontario College Application Service, Ontario Universities' Application Centre, ONTransfer, Groupe Média TFO, and TVOntario

- Federation of Northern Ontario Municipalities (FONOM), Higher Education Quality Council of Ontario (HEQCO), Northern Policy Institute (NPI), Rural Ontario Municipal Association (ROMA), and Northwestern Ontario Municipal Association (NOMA)

- 114 local community partners who provide rent-free space for online learning centres (the 2 operations centres make up the current 116 online learning centres)

- 170 Ontario Works offices and 188 Employment Ontario offices

- 4,282 local organizations Contact North | Contact Nord liaises with throughout Ontario

3. Provides a suite of free shared services to education and training providers throughout Ontario

Contact North | Contact Nord provides the following shared services to support students and Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers:

- Adobe Connect and Zoom web conferencing platforms

- Videoconferencing platform

- Moodle learning management system

- Training for faculty and instructors in English and French on using the platforms to deliver their online programs and courses

- Technical support in English and French from 7:30 a.m. to 11:00 p.m. Eastern Time, Monday to Friday, for students and faculty and instructors using the platforms

Contact North | Contact Nord's Operating Model

As an ongoing, community-based partnership, Contact North | Contact Nord delivers its services in a cost-effective and efficient way with the following partners:

1) Government of Ontario

   For the past 35 years, the Government of Ontario, through the Ministry of Colleges and Universities, provides the operating and capital funding to deliver its services for Ontarians and for Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers.

   As originally envisioned in 1986, the Government funds Contact North | Contact Nord to acquire, operate and support the technology infrastructure and to operate the local online learning centres as opposed to each education and training provider setting up their own technology infrastructure and local centres to support their students. This approach avoids duplication, allows for economies of scale in providing support and provides Ontarians with access to over 2,100 online programs and 34,000 online courses no matter where they live.

2) Ontario's Education and Training Providers

   Faculty, instructors and teachers from Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers can deliver their online programs and courses via Contact North | Contact Nord's platforms at no charge to students or the education and training providers.

   These providers also benefit from the local recruitment and support services available from Contact North | Contact Nord in over 800 small, remote, rural, Indigenous and Francophone communities across Ontario.

3) Local Community Partners

   Contact North | Contact Nord's local community partners provide rent-free space in 114 communities across Ontario to host its local online learning centres. While at times, this model can be a challenge in many small communities where there are limited options for rent-free space, it also ensures Contact North | Contact Nord

builds strong relationships with the community and is deeply rooted within the community.

Examples of the community partners hosting the online learning centres include:

- Public/secondary schools
- Local college/university regional campuses
- Community centres
- Municipal offices
- Public libraries
- Other community resource centres

Contact North | Contact Nord rents space for its operations centres in Sudbury and Thunder Bay, which make up the total 116 online learning centres.

Appendix 6 – Needs Assessment

Contact North | Contact Nord assesses the need for its services in communities across Ontario in the following four ways:

1) Responding to a Specific Request from Ontario's Public Colleges and Universities

   Contact North | Contact Nord responds to requests from Ontario's public colleges and universities to set up online learning centres in specific communities to support their students who need access to its distance delivery platforms to complete their program or courses.

   As an example, in 2001, Contact North | Contact Nord worked with Northern College to set up and equip online learning centres with videoconferencing technology to support the delivery of Northern's 3-year, full-time Nursing Diploma program in 10 communities. In 2004, a total of 139 nurses graduated from the program, helping to meet the health care needs of residents in these communities.

2) Responding to a Specific Request from a Community

   Contact North | Contact Nord responds to specific requests from communities when its services are needed to address specific local challenges, such as a major employer shutting down or other needs. The community must make a formal request to Contact North | Contact Nord and provide evidence of the need in the community for its services.

   As an example, in 2014, the Attawapiskat First Nation invited Contact North | Contact Nord to establish an online learning centre in the community to help local residents take advantage of employment opportunities available through an impact benefit agreement with De Beers Canada. The community's needs were evident from Statistics Canada Census 2016 data – 70% of the residents had no certificate, diploma or credential and the community had a 32% unemployment rate. With the support of De Beers, an online learning centre was established to support the community.

3) Identifying Communities with a Need for Education and Training

   In the past, Contact North | Contact Nord received one-time funding to expand the number of local online learning centres to meet needs. Such funding was available in 2007 (to open online learning centres in Southern Ontario for the first time) and 2010 (to open additional online learning centres in Northern Ontario).

   In each case, Contact North | Contact Nord completed a needs assessment using Statistics Canada Community Profile data from the most recent census, looking specifically at:

1. Districts and counties with educational attainment rates below the provincial averages; and

2. Districts and counties with unemployment rates higher than the provincial average.

In addition to Statistics Canada data, we also look at the following criteria:

1. The availability of a main or regional campus of a public college or university and the distances required to travel to such campuses; and

2. The availability of local community partners as potential sources of client referrals to our services and prospective hosts for our online learning centres.

Once we identify districts and counties with needs, we approached prospective community partners to submit expressions of interest to host an online learning centre (rent-free as per our operating model), identify specific other local partners we could work with to meet identified needs and identify specific unmet needs in the community we could meet working with Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers.

In both 2007 and 2010, we received more expressions of interest from remote and rural communities than we could accommodate within the available funding.

To support the need for its existing complement of online learning centres and their locations, Contact North | Contact Nord uses data from Statistics Canada Census 2016 Community profiles to demonstrate the need using four specific data points:

1. The % of local residents with no certificate, diploma or degree

2. The % of local residents who completed a high school diploma

3. The % of local residents who completed a post-secondary credential

4. The local unemployment rate

We examine the census division data for the districts in Northern Ontario and the counties in Southern Ontario where our online learning centres are located. In Southern Ontario, one online learning centre typically serves a county (or parts of rural areas of a region) whereas in Northern Ontario, we have multiple online learning centres per district as the districts are geographically much larger than a county and the distances are often vast between the communities.

In each case, we compare the individual district or county data against the provincial average for the four data points.

The Data Confirms the Need for Contact North | Contact Nord Services

The 2019 analysis of Statistics Canada data from the 2016 Census demonstrates a clear need for Contact North | Contact Nord's services in the 28 districts and counties where it currently maintains online learning centres.

The data clearly shows Ontarians in the districts and counties served by Contact North | Contact Nord have <u>lower</u> levels of education and training than the provincial average and these districts and counties have higher unemployment rates than the provincial average.

The data shows:

1. 25 districts and counties (89%) are above the provincial average of residents with no certificate, diploma or degree, which demonstrates an overall need for local access to education to improve this result.

2. 18 districts and counties (64%) are above the provincial average of residents with a high school diploma, which demonstrates there is a strong base for residents to move to post-secondary and address the need identified in 3.

3. 26 districts and counties (93%) are below the provincial average of residents with a post-secondary credential, demonstrating a need for local access to post-secondary education.

4. 15 districts and counties (54%) have an unemployment rate higher than the provincial average, including all districts in Northern Ontario, which demonstrates the need for local access to education and training as way to improve job prospects.

Table 1 on the next page provides the specific data by district and county. The values highlighted in red demonstrate where the districts and counties are either above or below provincial averages, depending on the data point.

Table 1 – Assessment of Districts and Counties Served by Contact North | Contact Nord Online Learning Centres

District/County	Educational Attainment[1]									Unemployment Rate[2]		
	No Certificate, Diploma or Degree			High School			Post-Secondary					
	Dist/County	Ontario	Difference	Dist/County	Ontario	Difference	Dist/County	Ontario	Difference	Dist/County	Ontario	Difference
Northern Ontario												
Algoma District	21%	18%	3%	29%	27%	2%	50%	55%	-5%	10.5%	7.4%	3.1%
Cochrane	28%	18%	10%	26%	27%	-1%	47%	55%	-8%	9.0%	7.4%	1.6%
Greater Sudbury	20%	18%	2%	26%	27%	-1%	54%	55%	-1%	8.3%	7.4%	0.9%
Kenora	35%	18%	17%	24%	27%	-3%	40%	55%	-15%	11.6%	7.4%	4.2%
Manitoulin	24%	18%	6%	24%	27%	-3%	52%	55%	-3%	13.4%	7.4%	6.0%
Nipissing	21%	18%	3%	26%	27%	-1%	53%	55%	-2%	9.9%	7.4%	2.5%
Parry Sound	21%	18%	3%	29%	27%	2%	50%	55%	-5%	9.3%	7.4%	1.9%
Rainy River	24%	18%	6%	29%	27%	2%	47%	55%	-8%	9.1%	7.4%	1.7%
Sudbury	27%	18%	9%	27%	27%	0%	46%	55%	-9%	9.9%	7.4%	2.5%
Thunder Bay	21%	18%	3%	26%	27%	-1%	53%	55%	-2%	8.2%	7.4%	0.8%
Timiskaming	28%	18%	10%	25%	27%	-2%	47%	55%	-8%	8.6%	7.4%	1.2%
Southern Ontario												
Brant	21%	18%	3%	31%	27%	4%	48%	55%	-7%	6.1%	7.4%	-1.3%
Bruce	20%	18%	2%	27%	27%	0%	54%	55%	-1%	6.2%	7.4%	-1.2%
Dufferin	18%	18%	0%	32%	27%	5%	49%	55%	-6%	5.9%	7.4%	-1.5%
Elgin	25%	18%	7%	29%	27%	2%	46%	55%	-9%	6.3%	7.4%	-1.1%
Essex	19%	18%	1%	31%	27%	4%	50%	55%	-5%	7.3%	7.4%	-0.1%
Haliburton	21%	18%	3%	28%	27%	1%	51%	55%	-4%	9.6%	7.4%	2.2%
Hastings	22%	18%	4%	31%	27%	4%	47%	55%	-8%	7.1%	7.4%	-0.3%
Huron	19%	18%	1%	26%	27%	-1%	54%	55%	-1%	8.3%	7.4%	0.9%
Lambton	17%	18%	-1%	29%	27%	2%	54%	55%	-1%	8.1%	7.4%	0.7%
Muskoka	18%	18%	0%	31%	27%	4%	52%	55%	-3%	7.1%	7.4%	-0.3%
Niagara	18%	18%	0%	31%	27%	4%	51%	55%	-4%	7.4%	7.4%	0.0%
Northumberland	18%	18%	0%	31%	27%	4%	51%	55%	-4%	7.3%	7.4%	-0.1%
Ottawa	12%	18%	-6%	24%	27%	-3%	64%	55%	9%	7.2%	7.4%	-0.2%
Oxford	23%	18%	5%	31%	27%	4%	45%	55%	-10%	4.8%	7.4%	-2.6%
Prescott and Russell	20%	18%	2%	31%	27%	4%	49%	55%	-6%	5.3%	7.4%	-2.1%
Stormont, Dundas and Glengarry	22%	18%	4%	31%	27%	4%	46%	55%	-9%	7.8%	7.4%	0.4%
York Region	16%	18%	-2%	26%	27%	-1%	58%	55%	3%	6.4%	7.4%	-1.0%

Notes

[1] Data for 15+ Years Old, Census 2016

[2] Census 2016 Data

Data Source: Statistics Canada, 2016 Census Division Profiles

https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/search-recherche/lst/results-resultats.cfm?Lang=E&TABID=1&G=1&Geo1=&Code1=&Geo2=&Code2=&GEOCODE=35