

**CONTACT NORTH | CONTACT NORD  
2019-2020  
BUSINESS PLAN  
AND FUNDING REQUEST  
TO GOVERNMENT OF ONTARIO**

**Helping Underserved Ontarians in 600 Small,  
Rural, Remote, Indigenous and Francophone  
Communities Get Education and Training for Jobs  
without Leaving their Communities**

February 14, 2019

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## **10 Major Outcomes for Underserved Ontarians in 600 Small, Rural, Remote, Indigenous and Francophone Communities in 2019**

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All of us at Contact North | Contact Nord are energized by the opportunity to continue to make a direct contribution to Ontario.

The province is home to the largest cluster of colleges and universities in Canada, one of the most supportive shared service systems in the world, which provides online programs and courses for the largest group of learners at the college and university level in Canada. Ontario also leads Canada in teaching and learning innovation and has one of the highest rates of participation in post-secondary education in the world. These are just some of the [Ten Reasons and More to be Optimistic about Ontario in 2019](#).

Ontario is excelling in terms of growth in, access to and participation in post-secondary education and training. However, segments of Ontario's population still do not have equal access, and these are often the people who would benefit the most from education and training. Contact North | Contact Nord is uniquely positioned to address this critical problem.

By March 31, 2020, Contact North | Contact Nord delivers the following **10 Outcomes** for underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities:

1. **58,400** student registrations generated and supported
2. **699,398** requests for services fulfilled
3. **60** province-wide targeted recruitment campaigns executed
4. **311** local online learning centres (116) and access points (195) maintained
5. **5,565** inquiries to the Student Information Hotline fulfilled
6. **9,817** calls to Technical Hotline supported
7. **216,786** visitors generated **674,398** pageviews of portals
8. **50** partnerships established with Ontario Works offices supporting **250** clients
9. **25** partnerships established with Employment Ontario offices supporting **250** clients
10. **99.9%** up time on distance delivery platforms during scheduled activity

**Our Value:** We help underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities get jobs and save money by making it possible for them to access education and training without leaving their communities.

**Our Place of Work:** We work on the ground, providing high-touch local support services to Ontarians in 600 small, rural, remote, Indigenous and Francophone communities.

### **Our Priority Targets to Extend Services:**

- Ontario Works clients
- Employment Ontario clients
- Newcomers and refugees
- People with disabilities
- Incarcerated

## Contact North | Contact Nord Context

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### Value Proposition

We help 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.

Pursuing their education and training at home saves money for Ontarians by avoiding family relocation for those far from campus and travel, accommodation, meal, and other costs of attending on-campus and allows them to continue to contribute economically and socially to their community.

Contact North | Contact Nord provides its services in English and French and they are available free to Ontarians with the support of the Government of Ontario and its local community partners.

### Mandate

Contact North | Contact Nord, a not-for-profit corporation established in 1986 with its headquarters in Thunder Bay, continues to have the same 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 in their pursuit of 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 family relocation costs for those far from campus, travel, accommodation, meal, parking and other costs of attending on-campus, which represents a significant and substantial saving over the length of a program to upgrade skills, or earn a certificate, diploma or degree. Local access also allows these Ontarians to continue to contribute economically and socially to their community.

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 child care costs, travel costs, meals, etc.
3. At the 116 local online learning centres across the province, Ontarians can use the computer workstations and Internet access to complete their course work 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 course work, again saving these costs for the student.

### **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, maintain and provide technical support for their own platforms.
2. Providing free training on the effective use of the platforms reduces training costs for individual institutions.
3. Providing free local recruiting services in 600 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 helping to ensure courses have economically-viable numbers of students.

### **Helping Save Taxpayer Dollars by Avoiding Duplication and Pooling Services**

By providing the suite of shared services, Contact North | Contact Nord is helping save taxpayer dollars by providing one unified set of services for all 24 colleges and 22 universities and avoiding the need for each to replicate their own services:

- Undertaking a single, integrated annual series of campaigns to recruit students in communities across the province on behalf of each of Ontario's 24 colleges and 22 universities (avoids the need for each college and university to undertake their own province-wide campaigns).
- Establishing one integrated network of online learning centres, across the province, operated by Contact North | Contact Nord to support students of all 24 colleges and 22 universities (avoids the need for each college and university to establish their own centres).

- Paying the licence fee and maintenance costs for web conferencing and videoconferencing platforms, as well as providing training for faculty and instructors to provide an engaging learning experience for students, allows all 24 colleges and 22 universities to use the platforms at no charge (avoids the need for each college and university to have their own platform and deliver training).
- Providing technical support to students and faculty and instructors using the platforms from 7:30 a.m. to 11:00 p.m. Monday to Friday (avoids the need for each college and university to provide this specialized technical support).

## What We Do

Across Ontario, Contact North | Contact Nord:

1. Offers free, high-touch, direct, local support services, in English and French, to help 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.

Contact North | Contact Nord places a special focus on serving these 8 groups of underserved Ontarians:

- Apprentices \*\*
- People with disabilities
- Employment Ontario clients (unemployed)
- Francophones
- Incarcerated
- Indigenous
- Newcomers and refugees
- Ontario Works clients

\*\* Contact North | Contact Nord welcomes the Government of Ontario's priority to improve support to apprentices in all urban and rural areas by modernizing the apprenticeship system. We summarized some of our internal thoughts in Modernizing Apprenticeship – A Made-in-Ontario Strategy in Appendix 3.

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 LearningHUB (part of the e-Channel Transfer Payment Agreement)

- eCampusOntario, Higher Education Quality Council of Ontario (HEQCO), Independent Learning Centre (ILC), OntarioLearn, Ontario College Application Service, Ontario Universities' Application Centre, ONTransfer, TFO, and TVO
  - Federation of Northern Ontario Municipalities (FONOM), 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)
  - 45 of the 149 Ontario Works offices and a growing number of the 754 Employment Ontario offices
  - 4,282 local organizations with which Contact North | Contact Nord liaises 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:

- Saba Meeting and Adobe Connect web conferencing platforms (Saba Meeting undergoing a gradual phase-out, to be completed in September 2019; Adobe Connect introduced in September 2018 and replaces Saba Meeting in September 2019).
- Videoconferencing platform (currently available; the number of courses offered via videoconferencing continues to decline as the popularity and functionality of web conferencing grows).
- 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. Monday to Friday for students and faculty and instructors using the platforms.

4. Advises government on the role of online learning, including:
  - Serving as Special Advisor to the Minister of Training, Colleges and Universities for an Ontario Online Institute. Click [here](#) to read the final report to the Minister.
  - Serving as a member of the Canadian Advisory Mission to support the implementation of the South African National Qualifications.
  - Serving on Ontario's Postsecondary Education Quality Assessment Board.
  - Serving on Ontario Aboriginal Postsecondary Education and Training Working Table.
  - Serving on the Advisory Committee for French-Language Postsecondary Education for Central and Southwestern Ontario.
  - Serving on the Board of Directors of Ontario Research and Innovation Optical Network (ORION).
  
5. Contributing to expertise to external stakeholders, including:
  - Serving on the Executive Committee of the [International Council for Open and Distance Education](#) (ICDE).
  - Developing [An Apprenticeship Skills Agenda](#) for the [Ontario Skilled Trades Alliance](#).
  - Contributing to the ongoing discussion regarding a digital learning policy. Click [here](#) to read Contact North | Contact Nord's initial contribution.
  - Contributing to the Government of Ontario's consultation on developing a digital strategy. Click [here](#) to read Contact North | Contact Nord's initial contribution.

### **Contact North | Contact Nord's Operating Model**

As a proven 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 33 years, the Government of Ontario, through the Ministry of Training, 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 to support students throughout Ontario 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 1,000 online programs and 18,000 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 600 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.

## **Supporting Other Ontario Government Ministries**

In addition to directly supporting the priorities and directions of the Ministry of Training, Colleges and Universities, Contact North | Contact Nord supports other Ontario Government ministries as part of its contribution to a multi-ministerial approach.

The eight ministries include

- Agriculture, Food and Rural Affairs
- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

See Appendix 4 for copies of letters to each of the eight ministers highlighting how Contact North | Contact Nord supports their ministries.

## Contact North | Contact Nord Operational Challenges

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As Contact North | Contact Nord prepares to start its 33<sup>rd</sup> year of providing free, high-touch, local services in English and French to help underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities, it identifies three operational challenges:

### 1. Renewal of Technology Infrastructure

Technology infrastructure – servers, workstations, distance delivery platforms, routers, switches and other equipment – has a maximum five-year life cycle.

Contact North | Contact Nord's last major technology renewal was completed in 2013-2014, using funds from accumulated positive variances in its budget in prior years. As Contact North | Contact Nord must now return any positive variance in its annual operating budget to the Ministry of Training, Colleges and Universities at year end, it can no longer accumulate funds for major technology renewal and must make required investments in technology infrastructure within in-year operational budgets.

As we are now reaching the end-of-life of the technology infrastructure renewed in 2013-2014, we are planning for the next required renewal.

See Appendix 2 for a 3-Year Capital Funding request to renew Contact North | Contact Nord's technology infrastructure.

### 2. Staff Training and Development

Contact North | Contact Nord has approximately 245 staff spread out in its six regions across the province and its operations centres in Sudbury and Thunder Bay.

In an average year, we complete 100 staff recruitment campaigns, primarily for staff in our online learning centres in small, remote, rural, Indigenous and Francophone communities across the province where we are regularly challenged to fill positions and have open-ended recruitment campaigns. This high turnover is due to two factors:

- 1) Our current training programs lead to highly qualified staff who leave Contact North | Contact Nord for other opportunities within the community; and
- 2) Many are part-time positions, paying minimum wage, with fluctuating hours depending on demand for services at the online learning centres. As a result, this gives Contact North | Contact Nord the flexibility to ramp up or down based on demand in a cost-effective way but also contributes to high staff turnover.

The high staff turnover for these positions, coupled with the fact we have staff distributed across 116 communities, presents operational challenges in delivering consistent, effective staff training.

We are intensifying our efforts in 2019-2020 to find new tools (training platforms and content) to effectively and efficiently deliver staff training and development to ensure our staff have the necessary skills to deliver services needed by Ontarians.

### 3. Broadband Internet Connectivity

To provide a quality learning experience for students using its services, Contact North | Contact Nord relies on the availability of broadband Internet for its web conferencing and videoconferencing platforms and for students using Internet-connected workstations in its online learning centres. Access to broadband Internet continues to be a challenge in the small and remote communities, particularly Far North and Indigenous, we serve.

Contact North | Contact Nord is available to participate and contribute to any discussions within government and the private sector to ensure all Ontarians have access to affordable broadband Internet.

## Needs Assessment

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

### 1) Responding to Specific Requests 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 College'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 Specific Requests 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 new employment opportunities opening up. 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 Needs 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 identified 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 other specific 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 education and training providers.

In both 2007 and 2010, we received more expressions of interest 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 lower levels of education and training than the provincial average and these district 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 page 15 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 <sup>1</sup>									Unemployment Rate <sup>2</sup>		
	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			
<b>Northern Ontario</b>												
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%
<b>Southern Ontario</b>												
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%
<b>Notes</b>												
<sup>1</sup> Data for 15+ Years Old, Census 2016												
<sup>2</sup> Census 2016 Data												
Data Source: Statistics Canada, 2016 Census Division Profiles												
<a href="https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/search-recherche/lst/results-resultats.cfm?lang=E&amp;TABID=1&amp;G=1&amp;Geo1=&amp;Code1=&amp;Geo2=&amp;Code2=&amp;GEOCODE=35">https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/search-recherche/lst/results-resultats.cfm?lang=E&amp;TABID=1&amp;G=1&amp;Geo1=&amp;Code1=&amp;Geo2=&amp;Code2=&amp;GEOCODE=35</a>												



## 2019-2020 Strategies and Initiatives Snapshot

Operational Area	Description of Operational Area	Budget
<p>Recruitment &amp; Student Services</p> <ul style="list-style-type: none"> <li>- North Central Region</li> <li>- Northeast Region</li> <li>- Northwest Region</li> <li>- South Central Region</li> <li>- Southeast Region</li> <li>- Southwest Region</li> <li>- Promotion &amp; Recruitment</li> <li>- Statistics Collection &amp; Reporting</li> <li>- Central Support Services</li> </ul>	<p>Recruitment &amp; Student Services is Contact North   Contact Nord's core operational area, delivering free high-touch, local services in English and French to underserved Ontarians in 600 small, remote, rural, Indigenous and Francophone communities through its 116 online learning centres and 195 access points. The area includes the 6 regions, with their clusters of online learning centres, marketing support for promotion and recruitment activities, statistics collection and reporting and central support services (processes and standards for service delivery, faculty and instructor training on our distance delivery platforms, province-wide initiatives and planning, staff training and development, and physical improvements, changes, relocation or new online learning centres).</p>	<p>\$5,131,009 (52% of budget)</p>
<p>Information Technology (IT) &amp; Web Services</p> <ul style="list-style-type: none"> <li>- Capital</li> <li>- Telecommunications</li> <li>- IT Department</li> </ul>	<p>Information Technology &amp; Web Services provides all information technology (IT) and telecommunications infrastructure to support the 114 online learning centres and the 2 operations centres and provides technical support in English and French to students, instructors and faculty through the Technical Support Hotline (7:30 a.m. to 11:00 p.m., Monday to Friday).</p>	<p>\$2,133,086 (22% of budget)</p>
<p>Operations Centres</p> <ul style="list-style-type: none"> <li>- Sudbury Operations Centre and Student Information Hotline</li> <li>- Thunder Bay Operations Centre</li> </ul>	<p>The operations centres in Sudbury and Thunder Bay house all IT infrastructure and central support services for the 114 online learning centres and corporate functions and serve as our online learning centres in Sudbury and Thunder Bay.</p> <p>The Student Information Hotline is based in the Sudbury Operations Centre and responds in English and French to province-wide inquiries from students and prospective students,</p>	<p>\$1,200,103 (12% of budget)</p>

Operational Area	Description of Operational Area	Budget
	coordinates exam invigilation services and refers prospective students to the closest local online learning centre for high-touch, local support services.	
Governance, Communications & Administration  <ul style="list-style-type: none"> <li>- Financial Services</li> <li>- Human Resources Services</li> <li>- Communications</li> <li>- CEO/Board</li> </ul>	Administration support is located at the Thunder Bay Operations Centre, the corporation's head office, and supports finance and human resources. Corporate communications, including support to the Board of Directors (governance) and CEO, is based at the Sudbury Operations Centre.	\$1,362,271 (14% of budget**)
	<b>Total</b>	<b>\$9,826,469</b>

Click the Operational Area name to link directly to this area of the detailed 2019-2020 Strategies and Initiatives in the next section.

\*\* With 14% of budget for governance, communications and administration, 86% of total funding goes to providing direct services to students, education and training partners and communities.

## 2019-2020 Strategies and Initiatives

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
<p>Recruitment &amp; Partnerships</p> <ul style="list-style-type: none"> <li>- North Central Region</li> <li>- Northeast Region</li> <li>- Northwest Region</li> <li>- South Central Region</li> <li>- Southeast Region</li> <li>- Southwest Region</li> <li>- Promotion &amp; Recruitment</li> <li>- Statistics Collection &amp; Reporting</li> <li>- Central Support Services</li> </ul>	<p>1. Provide free, high-touch, local support services in English and French to students and prospective students using Contact North   Contact Nord's 114 local online learning centres and 195 access points, including use of distance delivery platforms, computers equipped with Internet access, information on available online programs and courses, information on financial aid options, referrals to other local support services and academic advising, exam invigilation and moral support and encouragement.</p>	<ul style="list-style-type: none"> <li>• <b>58,400</b> registrations generated and supported</li> <li>• <b>699,398</b> requests for services fulfilled</li> <li>• <b>60</b> province-wide targeted recruitment campaigns executed (English- and French-language)</li> <li>• <b>11,131</b> exams invigilated</li> <li>• <b>200</b> instructors supported/trained</li> <li>• <b>250</b> Ontario Works clients supported</li> <li>• <b>250</b> Employment Ontario clients supported</li> <li>• <b>50</b> Ontario Works referral partners engaged</li> <li>• <b>25</b> Employment Ontario referral partners engaged</li> <li>• <b>311</b> online learning centres and access points operated</li> <li>• <b>14</b> online learning centres relocated, increased space or decreased space:</li> </ul>
	<p>2. Develop and implement province-wide, region-specific, and local strategies and plans to generate student registrations in online and distance programs and courses.</p>	
	<p>3. Engage with local Ontario Works and local Employment Ontario offices to establish a referral relationship whereby each office refers clients who need education and training to get a job to Contact North   Contact Nord for support.</p>	
	<p>4. Record all interactions with students in the customer relationship management (CRM) tool. The CRM is only used for the purpose of providing study options to students and prospective students and generating statistics; any other use of the data to create student profiles, track outcomes, conduct surveys, etc., is a violation of the individual's privacy.</p>	
	<p>5. Provide high-touch support to students using their home computers to participate in courses delivered via Contact North   Contact Nord's web conferencing platform, including follow-up calls, referrals to other support services and moral support as the students complete their courses.</p>	

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	<p>6. Build and maintain relationships with external stakeholders and local host organizations to promote local access to post-secondary education and training opportunities.</p> <p>7. Develop and implement marketing plans to enhance and promote awareness of Contact North   Contact Nord's services in new and existing markets, and to support the increased enrolment in distance and online post-secondary education and training at colleges, universities and training providers. Activities shall encompass, but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• Distribute, via <a href="http://studyonline.ca/etudiezenligne.ca">studyonline.ca/etudiezenligne.ca</a>, semester-based versions of <i>Online Programs from Ontario's Public Universities</i> and <i>Online Programs from Ontario's Public Universities</i>, a digital guide to the online and distance programs from Ontario's public colleges and universities;</li> <li>• Produce and distribute posters, flyers, and trade show materials to support awareness activities;</li> <li>• Develop and implement local print and radio advertising campaigns; and</li> <li>• Provide content for Contact North   Contact Nord's social media properties.</li> </ul> <p>8. Deliver targeted recruitment campaigns for colleges and universities to generate registrations from Ontarians.</p> <p>9. Support Ontario's education and training providers through the collection and reporting of data on requests for specific programs and courses not currently available online.</p> <p>10. Develop and implement instructor orientation and training programs, in English and French, for users of Contact North   Contact Nord's videoconferencing and web conferencing platforms.</p>	<p><b>Relocations</b></p> <ul style="list-style-type: none"> <li>- Brantford</li> <li>- Chapleau (twice in 2018)</li> <li>- Elliot Lake</li> <li>- Kincardine</li> <li>- Longlac</li> <li>- Nipigon (twice in 2018)</li> <li>- Red Rock Indian Band</li> <li>- Woodstock</li> </ul> <p><b>Increase Space</b></p> <ul style="list-style-type: none"> <li>- Haileybury</li> <li>- Orleans</li> <li>- M'Chigeeng First Nation</li> <li>- Smooth Rock Falls</li> <li>- Kapuskasing</li> </ul> <p><b>Decrease Space</b></p> <ul style="list-style-type: none"> <li>- Red Lake</li> <li>- Wawa</li> <li>- Parry Sound</li> </ul> <ul style="list-style-type: none"> <li>• <b>4,777</b> organizations engaged, including: <ul style="list-style-type: none"> <li>- <b>4,282</b> local organizations</li> <li>- <b>24</b> public colleges</li> <li>- <b>22</b> public universities</li> <li>- <b>9</b> Indigenous Institutes</li> <li>- <b>76</b> district school boards</li> </ul> </li> </ul>

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	<p>11. Identify the need/opportunities for new learning technologies/distance delivery platforms to support education and training providers through ongoing liaison with the providers.</p>	<ul style="list-style-type: none"> <li>- <b>200</b> literacy and basic skills providers</li> <li>- <b>50</b> skills development training providers</li> <li>- <b>114</b> local community partners who provide rent-free space for online learning centres (the 2 operations centres make up the current 116 online learning centres)</li> <li>• <b>50</b> of the 139 Ontario Works offices engaged</li> <li>• <b>25</b> of the 754 Employment Ontario offices engaged</li> <li>• <b>800</b> small, rural, remote, Indigenous and Francophone communities supported</li> <li>• <b>10</b> correctional facilities engaged</li> <li>• <b>3</b> semester-based registration reports; <b>1</b> fiscal year report</li> </ul>
<p>12. Secure the facilities for the online learning centres in rent-free space provided by the community, with the exception of two operations centres in Sudbury and Thunder Bay, which support the overall activities of the online learning centres.</p>		
<p>13. Identify and develop new province-wide partnerships with large public and private sector organizations with the potential to generate large clusters of registrations in online programs and courses.</p>		
<p>14. Liaise with other support organizations to ensure complementary service delivery and comprehensive system-wide supports for online students, including:</p> <ul style="list-style-type: none"> <li>• eCampusOntario</li> <li>• Higher Education Quality Council of Ontario (HEQCO)</li> <li>• Independent Learning Centre (ILC)</li> <li>• OntarioLearn</li> <li>• Ontario College Application Service (OCAS)</li> <li>• ONTransfer</li> <li>• Ontario Universities' Application Centre (OUAC)</li> <li>• TFO</li> <li>• TVOntario</li> </ul>		
<p>15. Collect data related to registrations generated, produce semester-based and academic year reports and produce Contact North   Contact Nord key performance data for reports to the Board of Directors and Ministry of Training, Colleges and Universities.</p>		

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	16. Deliver training to Recruitment & Student Services staff on effective use of the customer relationship management (CRM) tool to track all interactions with students and prospective students and registrations.	
Information Technology (IT) & Web Services  - Telecommunications - IT & Web Services Department	<ol style="list-style-type: none"> <li data-bbox="682 383 1795 597">1. Provide technical support in English and French from 7:30 a.m. to 11:00 p.m., Monday to Friday, for all of Contact North   Contact Nord's information technology resources supporting the 116 online learning centres, 195 access points (as appropriate) students, faculty and instructors, and all stakeholders across Ontario using Contact North   Contact Nord's services.</li> <li data-bbox="682 597 1795 813">2. Manage, maintain and ensure security, performance, stability and reliability of Contact North   Contact Nord's information technology infrastructure, including Internet connectivity, telecommunications, hardware, software, web conferencing and videoconferencing platforms and Moodle learning management system.</li> <li data-bbox="682 813 1795 1029">3. Deliver uninterrupted service (0% downtime) for all distance delivery platforms, systems supporting services to students and education and training providers and critical systems (e.g. payroll) through upgrading network infrastructure and implementing full redundancy between Sudbury Operations Centre and Thunder Bay Operations Centre.</li> <li data-bbox="682 1029 1795 1180">4. Continually enhance broadband Internet access at online learning centres as service becomes available/improved in communities across Ontario, particularly in Far North and Indigenous communities.</li> <li data-bbox="682 1180 1795 1430">5. Manage and maintain Contact North   Contact Nord's portals, including contactnorth.ca/contactnord.ca, studyonline.ca/etudiezenligne.ca, e-channel.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).</li> </ol>	<ul style="list-style-type: none"> <li data-bbox="1838 383 2464 423">• <b>9,817</b> calls to Technical Hotline supported</li> <li data-bbox="1838 464 2464 532">• <b>0%</b> unscheduled downtime on distance delivery platforms</li> <li data-bbox="1838 573 2464 641">• <b>216,786</b> visitors generated <b>674,398</b> pageviews of portal</li> </ul>

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	<p>6. Develop, improve, manage and maintain internal enterprise systems used for operations (e.g. financial information, human resources/payroll, assets management systems) as well as those tools supporting scheduling (online booking tool), recruitment and student support (client relationship management tool).</p> <p>7. Redevelop its existing customer relationship management (CRM) tool (internal tool used by staff to track activity and provide customized services and information to prospective students) and online booking tool (OBT) (external tool used by colleges, universities, etc., to book the use of online learning centres, web conferencing and videoconferencing platforms).</p> <p>8. Identify, evaluate and implement new technologies and new tools to meet identified needs by education and training partners, faculty and students and to improve operational efficiencies.</p>	
<p>Operations Centres</p> <ul style="list-style-type: none"> <li>- Sudbury Operations Centre and Student Information Hotline</li> <li>- Thunder Bay Operations Centre</li> </ul>	<p><b>Sudbury Operations Centre and Student Information Hotline</b></p> <p>1. Provide free, high-touch, local support services in English and French to students and prospective students using the operations centre, including use of distance delivery platforms, computers equipped with Internet access, information on available online programs and courses, information on financial aid options, referrals to other local support services and academic advising, exam invigilation and moral support and encouragement.</p> <p>2. Process all transactions required for the web conferencing platform, including class, meeting and user account creation as well as the enrolment of students to the appropriate classes or meetings.</p> <p>3. Coordinate all conference bookings and details for Skills Development &amp; Training Providers and fee-for-service meetings and exams.</p>	<ul style="list-style-type: none"> <li>• <b>54,523</b> transactions processed: <ul style="list-style-type: none"> <li>- <b>44,513</b> accounts created, accounts enrolled into events</li> <li>- <b>5,871</b> event modifications (online learning centre change, instructor change, student change)</li> <li>- <b>4,139</b> events created (classes, training and meetings)</li> </ul> </li> <li>• <b>11,077</b> Student Information Hotline transactions processed: <ul style="list-style-type: none"> <li>- <b>5,353</b> service requests (calls, e-mails and live chats)</li> </ul> </li> </ul>

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	<p>4. Ensure appropriate monitoring, security, and protection of assets located at the Sudbury Operations Centre.</p> <p>5. Respond to incoming inquiries - telephone, e-mail and live chat inquiries - to the Student Information Hotline by researching the request, providing the appropriate information to the student/prospective student and by referring the student/prospective student to the closest local online learning centre for continued support.</p> <p>6. Record all interactions with students in the customer relationship management (CRM) tool. The CRM is only used for the purpose of providing study options to students and prospective students; any other use of the data to create student profiles, track outcomes, conduct surveys, etc., is a violation of the individual's privacy.</p> <p>7. Complete follow-ups with students and prospective students as required to identify if they require further support from Contact North   Contact Nord.</p>	<ul style="list-style-type: none"> <li>- <b>5,724</b> student support transactions (follow-ups completed)</li> </ul>
	<p><b>Thunder Bay Operations Centre</b></p> <p>1. Provide free, high-touch, local support services in English and French to students and prospective students using the operations centre, including use of distance delivery platforms, computers equipped with Internet access, information on available online programs and courses, information on financial aid options, referrals to other local support services and academic advising, exam invigilation and moral support and encouragement.</p> <p>2. Schedule online learning centres/operations centres and equipment for courses, meetings, exams and training sessions on the distance delivery platforms for 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.</p>	<ul style="list-style-type: none"> <li>• <b>18,743</b> booking requests processed from colleges, universities, Indigenous institutes, district school boards, literacy and basic skills and skills development partners</li> <li>• <b>14</b> online learning centres relocated, increase space, or decrease space</li> <li>• <b>85</b> internal training sessions for Internet and telephone systems</li> </ul>



Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	<p>3. Provide logistical support to the Directors, Recruitment &amp; Partnerships, in identifying, securing and negotiating rent-free space, as well as online learning centre moves and changes.</p> <p>4. Ensure appropriate monitoring, security, and protection of assets located at the Thunder Bay Operation Centre.</p> <p>5. Fulfill requests to set up Internet and telephone requirements (DSL, mobile phones and VoIP telephone system) at 114 online learning centres.</p> <p>6. Process supply requests for 114 online learning centres.</p>	
<p>Governance, Communications &amp; Administration</p> <ul style="list-style-type: none"> <li>- Financial Services</li> <li>- Human Resources Services</li> <li>- Communications</li> <li>- CEO/Board</li> </ul>	<p><b>Financial Services</b></p> <p>1. Develop and coordinate annual budget and planning process.</p> <p>2. Monitor spending to ensure available resources are utilized or reallocated to support the corporation's objectives and a balanced financial position at year end is achieved by conducting quarterly reviews and ensuring timely budget reports are distributed to management, the Board of Directors and funders.</p> <p>3. Ensure procurement and spending is duly authorized and in accordance with legal requirements and applicable regulations, including the Broader Public Sector Procurement Directive, the Broader Public Sector Travel Directive, and Contact North   Contact Nord policy.</p> <p>4. Provide budget and financial management support to budget managers, and financial analysis to Contact North   Contact Nord management and Board of Directors.</p> <p>5. Process procurement requests, reimbursements, payroll and accounts payable.</p>	<ul style="list-style-type: none"> <li>• <b>1</b> annual financial statement</li> <li>• <b>4</b> quarterly financial reports to Ministry of Training, Colleges and Universities</li> <li>• <b>4</b> quarterly financial reports to Board of Directors</li> <li>• <b>8</b> financial reports to management (May, July, monthly to February)</li> <li>• <b>13</b> annual budget meetings with cost centre managers</li> <li>• <b>80</b> review meetings with cost centre managers</li> <li>• <b>1,100</b> expense claims processed (value of \$450,000)</li> </ul>

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	6. Provide accurate and timely invoicing to clients, while ensuring payments to Contact North   Contact Nord are received on time.	<ul style="list-style-type: none"> <li>• <b>3,700</b> accounts payable invoices processed (value of \$3,930,000)</li> </ul>
	7. Manage and track Contact North   Contact Nord assets, ensuring capital assets are accurately added to the tracking software and disposals are authorized and documented.	<ul style="list-style-type: none"> <li>• <b>2,120</b> payments issued</li> </ul>
	8. Prepare year-end reconciliations, working papers and draft year-financial statements and provide support to the Audit Committee.	<ul style="list-style-type: none"> <li>• <b>260</b> purchase orders issued (value of \$380,000)</li> <li>• <b>18</b> requests for proposal/requests for information issued</li> <li>• <b>290</b> accounts receivable invoices issued/collected (value of \$225,000)</li> <li>• <b>26</b> payroll periods processed (average \$241,000 per pay for average of 240 employees)</li> </ul>
	<b>Human Resource Services</b>	<ul style="list-style-type: none"> <li>• <b>240+</b> active staff supported</li> </ul>
	1. Analyze, advise and make recommendations on: <ul style="list-style-type: none"> <li>• Staff compensation structure and classifications, including formal job evaluation of positions;</li> <li>• Group benefit plan structure and negotiate annual group benefit plan package pricing, administer group benefit plan and Group RRSP plan; and</li> <li>• Payroll function, including adding new hires into HRIS and all associated changes/updates on ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>80+</b> active staff on group benefit plan</li> <li>• <b>100</b> staff recruitment campaigns annually</li> <li>• <b>Annual</b> survey of all Contact North   Contact Nord locations to ensure compliance with health and safety requirements</li> <li>• <b>1,000+</b> annual requests for information</li> </ul>

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	2. Develop and maintain performance management tools and guidelines for probationary period assessments as well as annual staff assessments.	
	3. Coordinate full-cycle recruitment, including job posting, screening, shortlisting, interviewing, selection and onboarding of all new hires.	
	4. Implement and maintain broad-based corporate training and development strategy.	
	5. Deliver staff health and safety training and ensure all online learning centres are in full compliance with <i>Occupational Health and Safety Act</i> requirements and review/update/distribute/post required health and safety policies and materials on an annual basis.	
	6. Develop organizational strategies by identifying and researching human resources issues, contributing information, analysis and streamline processes and create efficiencies.	
	7. Develop, recommend and implement strategic policies and procedures as required in order to meet the corporate operational needs and legislative requirements.	
	8. Coordinate corporate insurance for general business liability and equipment.	
	9. Provide advice, interpretation and guidance to all staff on human resources activities including staffing items, compensation, benefits, training, discipline, policy interpretation and legislative requirements.	
	<b>Communications</b>	
	1. Develop and post all content to <a href="http://studyonline.ca/etudiezenligne.ca">studyonline.ca/etudiezenligne.ca</a> , <a href="http://contactnorth.ca/contactnord.ca">contactnorth.ca/contactnord.ca</a> and social media properties (Facebook, Twitter, LinkedIn, YouTube).	

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	<p>2. Develop and distribute all corporate news releases.</p> <p>3. Develop and distribute all corporate publications for external partners and stakeholders, including education and training providers, faculty and instructors, local hosts for the 114 online learning centres, and federal, provincial and municipal decision-makers.</p> <p>4. Develop internal communications to staff on corporate initiatives, developments, statistics and other items for internal distribution.</p> <p>5. Develop Contact North   Contact Nord's Annual Report.</p> <p>6. Maintain Contact North   Contact Nord Corporate Standards for communications.</p>	<ul style="list-style-type: none"> <li>• 50 internal communications to staff via All Staff Intranet</li> <li>• 1 Annual Report</li> </ul>
	<p><b>CEO/Board</b></p> <p>1. Provide overall strategic direction and translate the vision set by the Board of Directors into goals and plans focusing on driving the corporation to always seek efficiencies and evolve the business model to grow.</p> <p>2. Develop the corporation's annual business plan and base funding request to the Government of Ontario to support Ontarians in small, rural, remote, Indigenous and Francophone communities to access public post-secondary education and training opportunities.</p> <p>3. Oversee all reporting requirement of the Ministry of Training, Colleges and Universities.</p> <p>4. Support the Board of Directors, as Secretary-Treasurer, to fulfill its fiduciary responsibilities.</p>	<ul style="list-style-type: none"> <li>• 4 meetings of the Board of Directors</li> <li>• 1 meeting of the Audit Committee</li> <li>• 6 CEO Updates to the Board of Directors</li> <li>• 2 reports to the Ministry of Training, Colleges and Universities</li> <li>• 4 meetings with the Ministry of Training, Colleges and Universities</li> <li>• 12 regional onsite visits/reviews of online learning centres</li> </ul>

Operational Area	Strategies and Initiatives	Statistics Related to Strategies and Initiatives
	5. Liaise with elected government officials and senior government staff to advance Contact North   Contact Nord's mandate while maintaining an arms length relationship.	<ul style="list-style-type: none"> <li>• <b>1</b> onsite recruitment training and planning sessions with each of six regions</li> <li>• <b>36</b> audio/videoconference meetings with the operations team</li> </ul>
6. Identify and develop province-wide partnerships with the private sector and provincial government ministries that align with its mandate including Training, Colleges and Universities, Northern Development and Mines, Francophone Affairs, Indigenous Affairs, Agriculture, Food and Rural Affairs, Education and Children, Community and Social Services.	7. Ensure Contact North   Contact Nord has up-to-date branding and communication strategies to support its positioning and student recruitment strategies.	
8. Provide direction and supervisory support to all Contact North   Contact Nord staff.	9. Implement appropriate regional and central structure to ensure efficient delivery of Contact North   Contact Nord services to Ontarians.	
10. Lead Contact North   Contact Nord to provide thought leadership and a hub of best practices, information about tools for learning and teaching in the digital age.		

## 2019-2020 Proposed Budget

### Contact North | Contact Nord 2019-2020 Proposed Budget to MTCU

	<u>\$</u>	<u>%age of Budget</u>
<b>Revenue</b>		
Base Grant	\$ 9,751,469	
Cost Recovery & Interest	75,000	
<b>Total Revenue</b>	<b>\$ 9,826,469</b>	<b>100%</b>
<b>Expenditures</b>		
Recruitment & Student Services		
North Central Region	\$ 760,144	
Northeast Region	842,902	
Northwest Region	846,494	
South Central Region	537,090	
Southeast Region	634,131	
Southwest Region	543,270	
Promotion & Recruitment	338,109	
Statistics Collection & Reporting	277,680	
Central Support Services	351,187	
<b>Total Recruitment &amp; Student Services</b>	<b>\$ 5,131,009</b>	<b>52%</b>
Information Technology (IT) & Web Services		
IT & Web Services Department	\$ 1,623,971	
Telecommunications	209,115	
Capital	300,000	
<b>Total IT &amp; Web Services</b>	<b>\$ 2,133,086</b>	<b>22%</b>
Operations Centres		
Sudbury Operations Centre & Student Information		
Hotline	\$ 608,162	
Thunder Bay Operations Centre	591,942	
<b>Total Operations Centres</b>	<b>\$ 1,200,103</b>	<b>12%</b>
Governance, Communications & Administration		
Financial Services	\$ 295,289	
Human Resources Services	330,222	
Communications	197,879	
Governance & CEO	538,881	
<b>Total Governance, Communications &amp; Administration</b>	<b>\$ 1,362,271</b>	<b>14%</b>
<b>Total Expenditures</b>	<b>\$ 9,826,469</b>	<b>100%</b>
<b>Revenue less Expenditures</b>	<b>\$ -</b>	

**Contact North | Contact Nord  
2019-2020 Proposed Budget to MTCU**

	\$	%age of Budget
<b><u>Revenue</u></b>		
Base Grant	\$ 9,751,469	
Cost Recovery & Interest	75,000	
<b>Total Revenue</b>	<b>\$ 9,826,469</b>	<b>100%</b>
<b><u>Operating Expenditures</u></b>		
Salaries & Benefits	\$ 6,267,196	63.8%
Insurance	36,000	0.4%
Promotion & Recruitment	390,374	4.0%
Office Expense	114,558	1.2%
Professional & Other Services	332,903	3.4%
Facilities	604,453	6.2%
Software Licensing, Equipment & Maintenance	600,900	6.1%
Phones & Internet	559,090	5.7%
Staff Training & Development	189,200	1.9%
Travel	422,900	4.3%
Vehicle Lease & Maintenance	8,895	0.1%
Capital	300,000	3.1%
<b>Total Operating Expenditures</b>	<b>\$ 3,259,273</b>	<b>33.2%</b>
<b>Capital Expenditures</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenditures</b>	<b>\$ 9,826,469</b>	<b>100%</b>
<b>Excess (Shortfall) of revenues over expenditures</b>	<b>\$ -</b>	

## 2019-2020 Quarterly Cash Flow Projection

Contact North   Contact Nord 2019-2020 Proposed Cashflow Projection					
	Budget	Q1	Q2	Q3	Q4
<b>Cost Recovery &amp; Interest</b>	(75,000)	(22,500)	(15,000)	(18,750)	(18,750)
<b>Recruitment &amp; Partnerships</b>					
Wages & Benefits	3,851,474	888,802	1,036,935	888,802	1,036,935
Promotion & Recruitment	323,673	77,682	38,841	58,261	148,890
Office Expense	58,838	14,710	14,710	14,710	14,710
Professional & Other Services	52,303	13,076	13,076	13,076	13,076
Facilities	199,562	49,891	49,891	49,891	49,891
Software Licensing, Equipment & Maintenance	7,400	1,850	1,850	1,850	1,850
Phones & Internet	330,358	82,590	82,590	82,590	82,590
Staff Training & Development	82,200	39,800	6,400	18,000	18,000
Travel	225,200	56,300	56,300	56,300	56,300
	<b>5,131,009</b>	<b>1,224,699</b>	<b>1,300,591</b>	<b>1,183,478</b>	<b>1,422,240</b>
<b>Information Technology (IT) &amp; Web Services</b>					
Wages & Benefits	848,169	195,731	228,353	195,731	228,353
Promotion & Recruitment	41,784	10,446	10,446	10,446	10,446
Professional & Other Services	2,000	500	500	500	500
Facilities	7,300	1,825	1,825	1,825	1,825
Software Licensing, Equipment & Maintenance	588,500	352,455	78,682	78,682	78,682
Phones & Internet	214,538	100,371	38,056	38,056	38,056
Staff Training & Development	50,000	25,000	5,000	10,000	10,000
Travel	71,900	17,975	17,975	17,975	17,975
Vehicle Lease & Maintenance	8,895	2,224	2,224	2,224	2,224
Capital	300,000	210,000	30,000	30,000	30,000
	<b>2,133,086</b>	<b>916,526</b>	<b>413,061</b>	<b>385,439</b>	<b>418,061</b>
<b>Operations Centres</b>					
<b>Sudbury Operations Centre</b>					
Wages & Benefits	369,734	85,323	99,544	85,323	99,544
Promotion & Recruitment	775	775	-	-	-
Office Expense	17,500	4,375	4,375	4,375	4,375
Professional & Other Services	7,500	1,875	1,875	1,875	1,875
Facilities	197,431	49,358	49,358	49,358	49,358
Phones & Internet	1,722	431	431	431	431
Staff Training & Development	10,000	5,000	1,000	2,000	2,000
Travel	3,500	875	875	875	875
	<b>608,162</b>	<b>148,011</b>	<b>157,457</b>	<b>144,236</b>	<b>158,457</b>
<b>Thunder Bay Operations Centre</b>					
Wages & Benefits	353,210	81,510	95,095	81,510	95,095
Promotion & Recruitment	500	225	-	275	-
Office Expense	17,500	4,375	4,375	4,375	4,375
Professional & Other Services	7,500	1,875	1,875	1,875	1,875
Facilities	198,484	49,621	49,621	49,621	49,621
Phones & Internet	1,248	312	312	312	312
Staff Training & Development	10,000	5,000	1,000	2,000	2,000
Travel	3,500	875	875	875	875
	<b>591,942</b>	<b>143,793</b>	<b>153,153</b>	<b>140,843</b>	<b>154,153</b>



	Budget	Q1	Q2	Q3	Q4
<b><u>Communicaitons &amp; Administration</u></b>					
<b><u>Finance</u></b>					
Wages & Benefits	271,518	62,658	73,101	62,658	73,101
Promotion & Recruitment	1,900	1,400	-	500	-
Office Expense	5,000	1,250	1,250	1,250	1,250
Facilities	1,175	294	294	294	294
Software Licensing, Equipment & Maint.	5,000	1,250	1,250	1,250	1,250
Phones & Internet	396	99	99	99	99
Staff Training & Development	10,000	2,500	5,000	2,500	-
Travel	300	75	75	75	75
	295,289	69,526	81,069	68,626	76,069
<b><u>Human Resources</u></b>					
Wages & Benefits	244,522	56,428	65,833	56,428	65,833
Insurance	31,800	-	-	31,800	-
Office Expense	13,220	3,305	3,305	3,305	3,305
Professional & Other Services	17,500	4,375	4,375	4,375	4,375
Phones & Internet	180	45	45	45	45
Staff Training & Development	17,000	7,500	1,000	3,500	5,000
Travel	6,000	1,500	1,500	1,500	1,500
	330,222	73,153	76,058	100,953	80,058
<b><u>Communications</u></b>					
Wages & Benefits	103,243	23,825	27,796	23,825	27,796
Promotion & Recruitment	7,900	1,975	1,975	1,975	1,975
Professional & Other Services	84,850	21,213	21,213	21,213	21,213
Phones & Internet	386	97	97	97	97
Travel	1,500	375	375	375	375
	197,879	47,484	51,455	47,484	51,455
<b><u>Governance &amp; CEO</u></b>					
Wages & Benefits	225,326	51,998	60,665	51,998	60,665
Insurance	4,200	2,400	-	1,800	-
Promotion & Recruitment	13,842	3,461	3,461	3,461	3,461
Office Expense	2,500	625	625	625	625
Professional & Other Services	161,250	40,313	40,313	40,313	40,313
Facilities	500	125	125	125	125
Phones & Internet	10,262	2,566	2,566	2,566	2,566
Board Training & Development	10,000	5,000	-	5,000	-
Travel	111,000	27,750	27,750	27,750	27,750
	538,881	134,237	135,503	133,637	135,503
<b><u>Capital</u></b>					
Capital		-	-	-	-
	-	-	-	-	-
<b><u>TOTAL EXPENDITURES</u></b>	<b>9,826,469</b>	<b>2,757,429</b>	<b>2,368,347</b>	<b>2,204,697</b>	<b>2,495,996</b>
<b><u>FUNDING REQUIRED</u></b>	<b>9,751,469</b>	<b>2,734,929</b>	<b>2,353,347</b>	<b>2,185,947</b>	<b>2,477,246</b>

## Outcomes and Performance Indicators

Contact North | Contact Nord proposes to establish the following ten Outcomes and Performance Indicators for 2019-2020, with the data source indicated in the last column.

Outcome/Performance Indicator	2019-2020 Target	Data Source
1. Student Registrations Generated and Supported with Breakdown by Sector (college, university, school board, literacy and basic skills and training)	58,400	Combination of data entered in the CRM and reports from education and training providers
2. Requests for Services Fulfilled	699,398	Reports from online learning centre staff, exports from CRM, online booking tool, and Google Analytics
3. Targeted Recruitment Campaigns Executed/Number of Prospective Students Reached	60 campaigns/10,000 prospective students	Reports from Directors, Recruitment & Partnerships
4. Number of Online Learning Centres and Access Points Maintained	311	Report from Director, Financial Services & Organizational Planning
5. Number of Inquiries to Student Information Hotline Fulfilled	5,565	Tracking software for inquiries
6. Number of Support Requests to the Information Technology Hotline Fulfilled	9,817	Tracking software for the Hotline
7. Number of Unique Visitors and Pageviews on student-facing portals (studyonline.ca, e-channel.ca, contactnorth.ca) Supported	216,786 unique visitors/674,398 pageviews	Google Analytics

<b>Outcome/Performance Indicator</b>	<b>2019-2020 Target</b>	<b>Data Source</b>
8. Number of Partnerships with Ontario Works Offices/Number of Ontario Works Clients Established	50/250	Reports from Directors, Recruitment & Partnerships/CRM
9. Number of Partnerships with Employment Ontario Offices/Number of Employment Ontario Clients Established	25/250	Reports from Directors, Recruitment & Partnerships/CRM
10. Unscheduled Downtime on Distance Delivery Platforms (web conferencing and videoconferencing)	0% <sup>1</sup>	Platforms operating system reports

Contact North | Contact Nord plans to conduct an outcomes evaluation of our services in 2019-2020. The report shall be available to the Ministry of Training, Colleges and Universities.

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<sup>1</sup> From the time redundancy infrastructure is in place and configured.

## Per Unit Outcome/Performance Indicators

Contact North | Contact Nord proposes the following three Per Unit Outcome/Performance Indicators for 2019-2020.

Outcome/Performance Indicator	2019-2020 Target	Per Unit Cost <sup>1</sup>
Requests for Services	699,398	\$13.94
Course Registrations	58,400	\$166.98
Communities Served	800	\$12,189.34

<sup>1</sup> Assumes base operating funding of \$9,751,469

These outcomes/performance indicators are proposed as they are directly related to the services provided to Ontarians and speak to the impact on residents.

## Outcomes/Performance Indicator Definitions

Outcome/Performance Indicator	Definition
Request for Services	The number of requests for services from Ontarians, educational providers and organizations fulfilled annually
Course Registrations	The number of student registrations generated annually 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
Communities Served	The number of communities supported across Ontario

## Contact North | Contact Nord 2019-2020 Opportunities and Risks

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Contact North | Contact Nord identifies the following opportunities and risks for 2019-2020.

### Opportunities

- 1) The January 17, 2019 announcement of a 10% cut in college and university tuition presents an opportunity to support more students using our services.
- 2) New and ongoing partnerships with Ontario Works offices and Employment Ontario offices across the province present the opportunity to scale up and support a significantly more clients to access the education and training they need to get a job and exit provincial support systems.
- 3) The government's new direction for social assistance, with its multi-ministry approach focusing on education and training as a pathway for Ontario Works recipients to get a job, presents an opportunity for Contact North | Contact Nord to support these Ontarians.
- 4) The potential for new platforms, such as an exam proctoring solution and student collaboration solution, present new opportunities to support more students to complete their programs and courses and to more efficiently deliver important services such as exam invigilation with enhanced integrity.
- 5) The addition of 195 access points, in addition to Contact North | Contact Nord's 116 local online learning centres, offering a smaller number of services presents an opportunity to support more underserved Ontarians to access education and training.

### Risks

- 1) The January 17, 2019 announcement of a 10% cut to college and university tuition significantly increases the demand for post-secondary education in the small, remote, rural, Indigenous and Francophone communities served resulting in a significant increase in demand for Contact North | Contact Nord's services that it cannot accommodate within its existing space, platforms and staffing resources.
- 2) Significant loss of rent-free space in communities to house its 114 local online learning centres leading to less online learning centres available to provide services to Ontarians and/or a gap in the availability of online learning centres as we seek new locations within the affected communities. In an average fiscal year, Contact North | Contact Nord relocates between 12 and 15 online learning centres (14 in the 2018 calendar year including two online learning centres relocated twice within the year) as a result of the following factors:
  - The local host requires the space for its own purposes and/or has the opportunity to rent the space to a paying client.
  - The local host closes its location and the space is no longer available.

- The space is no longer large enough for Contact North | Contact Nord's purposes or there are other issues such as accessibility to the space or a lack of Internet connectivity to support our needs.
- 3) A significant cut to Contact North | Contact Nord's annual operating funding from the Ministry of Training, Colleges and Universities requires it to scale back its services to underserved Ontarians in small, rural, remote, Indigenous and Francophone communities to work within the approved budget.
- 4) Recruiting qualified staff in the 116 communities where we operate. Contact North | Contact Nord is regularly challenged to recruit qualified staff, particularly Online Learning Recruitment Officers and Student Recruitment and Services Representatives who are critical to providing the local, high-touch services to Ontarians. At any time, we have 20 open-ended recruitment competitions ongoing for part-time Student Recruitment and Services Representatives who are critical to staffing our online learning centres to meet the local needs.
- 5) A potential economic slowdown in Ontario can increase the overall demand for local access to education and training. During previous economic slowdowns, Contact North | Contact Nord experienced a spike in the demand for its services as Ontarians upgraded their skills or retrained for new positions. A significant increase in demand can overwhelm our existing space, platforms and staffing resources.
- 6) The rollout of the Adobe Connect web conferencing platform (scheduled for completion in September 2019) is demonstrating the popularity of this platform and the enhanced functionality amongst colleges and universities. We are currently fielding interest from non-traditional college and university users of our platforms as well increased interest from traditional college and university users to deliver more courses via Adobe Connect. We are exploring options for additional licenses for Adobe Connect and a significant spike in usage could require a significant number of additional licenses, which may increase existing licensing budget.
- 7) Unforeseen closures of major employers in the small communities Contact North | Contact Nord serves present the risk of overwhelming our capacity to support the workers to retrain for new jobs.
- 8) The lack of full redundancy for Contact North | Contact Nord's IT infrastructure poses a risk to prolonged downtime due to events beyond our control, such as power and Internet outages, that can affect services to Ontarians, including access to our distance delivery platforms.

**Appendix 1 – Contact North | Contact Nord 5-Year Framework**

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# CONTACT NORTH | CONTACT NORD 5-YEAR FRAMEWORK



## CONTACT NORTH | CONTACT NORD 5-YEAR FRAMEWORK

The 5-Year Framework provides a roadmap covering Contact North | Contact Nord's next phase of development over the 5-year period from 2019-2020 to 2023-2024.

The Framework includes:

- Specific actions for each fiscal year
- Investments required to execute the actions
- Outcomes to measure the impact of the actions and investments

The Framework is used to guide the development of Contact North | Contact Nord's annual operating and capital funding submissions to the Ministry of Training, Colleges and Universities.

In keeping with Contact North | Contact Nord's commitment to full transparency, the 5-Year Framework is shared with the Contact North | Contact Nord Board of Directors, Contact North | Contact Nord staff and external stakeholders.

### Further Information

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## **CONTACT NORTH | CONTACT NORD VALUE PROPOSITION AND MANDATE**

### **Value Proposition**

We help 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 having to leave their communities.

Contact North | Contact Nord's services are available in English and French.

### **Mandate**

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

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.

## 5-YEAR FRAMEWORK ASSUMPTIONS

### 1. Annual Operating Granting from the Ministry of Training, Colleges and Universities over the 2019-2020 to 2023-2024 Period

Contact North | Contact Nord projects the following change in its annual operating grant:

- 2019-2020 – No change
- 2020-2021 – 2.5% increase
- 2021-2022 – 5% increase
- 2022-2023 – No change
- 2023-2024 – No change

Contact North | Contact Nord projects a specific need for capital funding in 2019-2020, 2020-2021, 2021-2022, and 2022-2023 for implementation of full IT infrastructure redundancy, new shared services and re-development of its CRM and OBT tools, currently estimated at \$300,000 annually for each of these four years.

The annual funding submission will include specific capital amounts in each of these four years and a list of specific activities and outcomes.

### 2. Continued Investment in IT Infrastructure

Contact North | Contact Nord is investing to:

- Deliver uninterrupted service (0% downtime) for all learning platforms, systems supporting services to students and educational institutions and critical systems (e.g. payroll) through upgrading network infrastructure and implementing full redundancy between Sudbury and Thunder Bay Operations Centres
- Re-develop its existing customer relationship management tool (CRM) (internal tool used by staff to track activity and provide customized services and information to prospective students) and online booking tool (OBT) (external tool used by colleges, universities, etc. to book the use of online learning centres, web conferencing and videoconferencing platforms)
- Continually enhance broadband Internet access at its online learning centres as service becomes available / improved in communities across Ontario, particularly in Far North and Indigenous communities

### 3. A Set of Measurable Performance Indicators

Contact North | Contact Nord projects:

- Requests for Services Fulfilled to grow from 666,750 in 2019-2020 to 810,439 in 2023-2024
- Registrations to grow from a base of 58,400 in 2019-2020 to 74,400 in 2023-2024 (base was impacted by the 2017 college strike and cascading effect in 2018-2019)
- Province-wide Targeted Recruitment Campaigns for colleges and universities to grow from 60 in 2019-2020 to 80 in 2023-2024
- Small, rural, remote, Indigenous, and Francophone communities supported to grow to 800 in 2019-2020 and remain steady over the five-year period
- Pageviews of portals to grow from 674,398 in 2019-2020 to 987,386 in 2023-2024

### 4. Contact North | Contact Nord Supporting Two Priorities of the Government of Ontario

Contact North | Contact Nord's mandate, as a 32-year old shared service for Ontarians, aligns with the Government of Ontario's priorities to help transition Ontario Works and Employment Ontario clients to jobs and to support the education and training needs of Francophones.

Through targeted initiatives at each of its 116 online learning centres across the province, Contact North | Contact Nord is directly supporting these priorities, which are reflected in its 2018-2019 Transfer Payment Agreement with the Ministry of Training, Colleges and Universities.

#### Three Actions to Support Government Priorities as Part of the 5-Year Framework

- 1) Through a hiring freeze, a series of terminations, merging two administrative functions, and eliminating vacant positions, Contact North | Contact Nord created a pool of \$300,000 (3% of current budget) to fund targeted activities to support these two government priorities.
- 2) At its 116 local online learning centres, supporting 600 small, rural, remote, Indigenous and Francophone communities, staff are actively engaging with local Ontario Works and local Employment Ontario offices to establish a referral relationship whereby each office refers clients who need education and training to get a job to Contact North | Contact Nord for support.

Contact North | Contact Nord currently works with 15 of the 149 Ontario Works offices across the province and is investing a portion of the \$300,000 identified in preceding Action #1 to reach its goal of referral relationships with 50 Ontario Works offices and 25 Employment Ontario offices, with a target of 500 new Ontario Works and Employment Ontario clients supported across Ontario in Phase 1.

- 3) Contact North | Contact Nord is investing a portion of the \$300,000 identified in above Action #1 to execute Targeted Recruitment Campaigns for online French-language programs and courses in identified small and remote Francophone communities across the province, as part of making its services available in English and French.

These French-language campaigns, part of our total projected 60 campaigns for both English- and French-language online programs and courses in 2019-2020, feature a month-long, intensive, proactive campaign by our local staff to recruit students for French-language online programs and courses identified by the French-language colleges and bilingual universities.

### 3 BASIC FACTS ABOUT CONTACT NORTH | CONTACT NORD

Across Ontario, Contact North | Contact Nord:

- 1. Offers high-touch, direct, local support services, in English and French, to help 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 having to leave their communities.**

Contact North | Contact Nord places a special focus on serving these 8 groups of underserved Ontarians:

- Apprentices
- People with disabilities
- Employment Ontario clients (unemployed)
- Francophones
- Incarcerated
- Indigenous
- Newcomers and refugees
- Ontario Works clients

- 2. Collaborates with over 4,500 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, and the LearningHUB (part of the e-Channel Transfer Payment Agreement)
- eCampusOntario, Higher Education Quality Council of Ontario (HEQCO), Independent Learning Centre (ILC), OntarioLearn, Ontario College Application Service, Ontario Universities' Application Centre, ONTransfer, TFO, and TVOntario
- 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)
- Ontario Works and Employment Ontario
- 4,282 local organizations Contact North | Contact Nord liaises without through Ontario

### **3. Provides a series of shared services to institutions 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:

- Saba Meeting and Adobe Connect web conferencing platforms (Saba Meeting undergoing a gradual phase-out, to be completed in September 2019; Adobe Connect introduced in September 2018 and replaces Saba Meeting in September 2019)
- Videoconferencing platform (currently available; the number of courses offered via videoconferencing continues to decline as the popularity and functionality of web conferencing grows)
- Exam proctoring tool (2019-2020 identify solution, 2020-2021 implement solution)
- Simulation tool for apprenticeship training (2020-2021 identify solution, 2021-2022 implement solution)
- Student collaboration tool (2021-2022 identify solution, 2022-2023 implement solution)

Contact North | Contact Nord continues to monitor new and emerging platforms and tools to provide additional shared services and may add further shared services as part of the 5-Year Framework.

## CONTACT NORTH | CONTACT NORD 5-YEAR FRAMEWORK

29 Actions (Definitions on Next Page)	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>18 Performance Indicators</b>					
Requests for Services Fulfilled	666,750	700,088	735,092	771,846	810,439
Registrations Generated	58,400	62,400	66,400	70,400	74,400
Small, Rural, Remote, Indigenous, Francophone Communities Supported	800	800	800	800	800
Province-Wide Targeted Recruitment Campaigns Executed (English- and French-language)	60	65	70	75	80
Pageviews of Portals Supported	674,398	741,838	816,022	897,624	987,386
Student Information Hotline Inquiries Fulfilled	5,565	5,843	6,135	6,442	6,764
Exams Invigilated	11,131	12,244	13,469	14,815	16,297
Instructors Supported	200	230	253	278	306
Visitors to Portals Supported	216,786	238,465	262,311	288,542	317,397
Ontario Works Clients Supported	250	313	391	488	610
Employment Ontario Clients Supported	250	313	391	488	610
Ontario Works Referral Partners Engaged	50	100	120	140	160
Employment Ontario Referral Partners Engaged	25	50	60	70	80
Online Learning Centres and Access Points Operated	180	180	180	180	180
Organizations Engaged	4,496	4,721	4,957	5,205	5,465
Calls to Technical Support Hotline Fulfilled	9,817	10,799	11,879	13,067	14,373
Staff Deployed (66% are part-time @ minimum wage, 1 staff member salary is greater than \$100,000)	250	265	280	280	280
Correctional Facilities Engaged	10	14	18	22	26
<b>Shared Services - Technology</b>					
Web Conferencing Platform	1,319	1,385	1,454	1,527	1,603
Videoconferencing Platform	316	300	285	271	257
Exam Proctoring Solution	0	2	5	10	15
Simulation Tool for Apprenticeship Training	0	0	2	5	10
Student Collaboration Tool	0	0	0	1,000	1,500
<b>Budget</b>					
Base Operating Funding from Ontario (excludes e-Channel)	\$9,751,469	\$9,995,256	\$10,495,019	\$10,495,019	\$10,495,019
% of Base Operating Funding Spent on Administration	16.0%	15.6%	14.9%	14.9%	14.9%
External Revenues	\$75,000	\$67,500	\$60,750	\$54,675	\$49,200
<b>Governance</b>					
Board Meetings	4	4	4	4	4
Audit Committee Meetings	1	1	1	1	1
CEO Updates	6	6	6	6	6



## DEFINITIONS

Performance Indicator	Definition
Requests for Services Fulfilled	The number of requests for services from Ontarians, educational providers and organizations fulfilled annually
Registrations Generated	The number of student registrations generated annually 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
Small, Rural, Remote, Indigenous, Francophone Communities Supported	The number of communities supported across Ontario
Province-Wide Targeted Recruitment Campaigns Executed (English- and French-language)	The number of Targeted Recruitment Campaigns executed annually for Ontario's 24 public colleges and 22 public universities for English- and French-language online programs and courses
Pageviews of Portals Supported	The number of annual pageviews by visitors to contactnorth.ca, studyonline.ca, e-channel.ca portals
Student Information Hotline Inquiries Fulfilled	The number of annual inquiries to the Student Information Hotline
Exams Invigilated	The number of exams invigilated annually
Instructors Supported	The number of instructors trained annually to use the shared platforms
Visitors to Portals Supported	The number of visitors annually to contactnorth.ca, studyonline.ca, e-channel.ca portals
Ontario Works Clients Supported	The number of Ontario Works clients supported with information on available online programs and courses and assistance with the registration process
Employment Ontario Clients Supported	The number of Employment Ontario clients supported with information on available online programs and courses and assistance with the registration process
Ontario Works Referral Partners Engaged	The number of Ontario Works offices referring clients to Contact North   Contact Nord for support
Employment Ontario Referral Partners Engaged	The number of Employment Ontario offices referring clients to Contact North   Contact Nord for support
Online Learning Centres and Access Points Operated	The number of online learning centres and access points operated
Organizations Engaged	The number of local community organizations Contact North   Contact Nord engages with to provide its services
Calls to Technical Support Hotline Fulfilled	The number of calls to the Technical Support Hotline annually
Staff Deployed	The number of staff (FT/PT) deployed across Ontario
Correctional Facilities Engaged	The number of correctional facilities referring clients to Contact North   Contact Nord for support
Shared Services - Technology	
Web Conferencing Platform	The number of courses offered via web conferencing
Videoconferencing Platform	The number of courses offered via videoconferencing
Exam Proctoring Tool	The number of institutions using the tool
Simulation Tool for Apprenticeship Training	The number of institutions using the tool
Student Collaboration Tool	The number of students signing on to the collaboration tool

## Appendix 2 – 3-Year Capital Request

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Contact North | Contact Nord developed a multi-year Capital Funding Projection, which identifies the specific items in five categories (see descriptions below) required by year, with a total estimated cost of \$3,130,496 over three years.

We provided a detailed outline of our capital funding requirements for 2019-2020, along with the associated costs and a projection for the next three years. Cost projections identified in this proposal for Year 2 and beyond are based on best estimates at this time and are updated annually.

Contact North | Contact Nord cannot continue to fund its capital requirements from its operating budget. The cost of warranty, maintenance and repair of aging and obsolete equipment continues to increase, leaving a significantly smaller amount available on an annual basis to fund the required capital investments.

### **1. Redundancy and Disaster Recovery**

To provide reliable and stable distance delivery platforms for students and education and training providers, Contact North | Contact Nord is taking the necessary steps to ensure all delivery platforms, portals and key internal systems have full redundancy, with an up time of 99.5% and 0% unscheduled downtime.

Identical infrastructure is required at both the Sudbury Operations Centre and Thunder Bay Operations Centre to replicate all services and data at both locations. If one operations centre is not available due to any service interruption (power outage, Internet outage), services switch seamlessly to the other operations centre with no impact to students or education and training providers.

### **2. Customer Relationship Management (CRM) and Online Booking Tool (OBT)**

Contact North | Contact Nord is redeveloping its existing customer relationship management tool (CRM) (internal tool used by staff to track activity and provide customized services and information to students and prospective students) and online booking tool (OBT) (external tool used by education and training providers to schedule the use of online learning centres, web conferencing and videoconferencing platforms).

### **3. Connectivity**

To provide a quality learning environment at its online learning centres, Contact North | Contact Nord is continuously enhancing broadband Internet access as service becomes available/improved in communities across Ontario, particularly in Far North and Indigenous communities

#### **4. Online Learning Centre Technology Renewal**

In 2013-2014, Contact North | Contact Nord renewed the technology at its online learning centres, including new computer workstations, peripherals and videoconferencing equipment.

As this equipment is now nearing its 5-year end-of-life, Contact North | Contact Nord is renewing this technology to continue to provide a quality learning environment for Ontarians using the online learning centres and to support new technologies as they become available.

#### **5. New Shared Services**

Contact North | Contact Nord is one, if not the oldest, dedicated shared service organization in post-secondary education and training in Ontario, Canada and North America, including offering two free, core services:

- 1) Recruiting and supporting students in small, rural, remote, Indigenous and Francophone communities; and
- 2) Making a suite of distance delivery platforms available to Ontario's education and training providers.

For the past 33 years (starting in 1986), Contact North | Contact Nord offers all Ontario colleges, universities, education and training providers a growing suite of free distance delivery platforms to support the distance and online delivery of their programs and courses, starting with audioconferencing and expanding to include videoconferencing, web conferencing and the Moodle learning management system. This shared services approach offers these distance delivery platforms at a lower cost and greater scale than each institution providing these same services.

As it has since its creation, Contact North | Contact Nord is continuously exploring the potential for new shared distance delivery platforms to support students and Ontario's education and training providers, and is considering the following new platforms:

- Exam Proctoring Solution
- Simulation Tool for Apprenticeship Training
- Student Collaboration Tool

### 3-Year Capital Request Summary

	<b>Total</b>	<b>Funded from Operating</b>	<b>Capital Funding Request</b>
Year 1 - 2019-2020	1,225,360	300,000	925,360
Year 2 - 2020-2021	1,344,424	300,000	1,044,424
Year 3 - 2021-2022	1,460,712	300,000	1,160,712
<b>Total 3 years</b>	<b>\$4,030,496</b>	<b>\$900,000</b>	<b>\$3,130,496</b>

The three tables on following pages outline the specific investments under each of these three categories by year.

## Year 1 – 2019-2020

Redundancy and Disaster Recovery										
Blade Centres, Blades, UPSs  Thunder Bay  Sudbury	<ul style="list-style-type: none"> <li>Existing blade centres purchased in 2010 and are beyond end of life</li> <li>Chassis: <a href="#">Lenovo Flex System Enterprise Chassis w/CMM2</a> <ul style="list-style-type: none"> <li>Holds up to 14 blades</li> <li>Lenovo Flex System FC5022 24-port 16Gb SAN Scalable Switch</li> <li>Lenovo Dual Rate 1G/10GB SFP Transceiver</li> <li>Brocade 16Gb SFP+ Optical Transceiver</li> </ul> </li> <li>Blades: <a href="#">ThinkSystem SN550</a> <ul style="list-style-type: none"> <li>Intel Xeon Silver 4114 10C 85W 2.2GHz Processor</li> <li>192GB RAM</li> <li>ThinkSystem Emulex LPm16002B-L Mezz 16Gb 2-Port Fibre Channel Adapter</li> </ul> </li> <li>UPS: RT8kVA 6U Rack or Tower UPS (200-240VAC)</li> <li>2 identical Blade Centres <table style="margin-left: 20px; border-collapse: collapse;"> <tr> <td style="padding-right: 20px;">Chassis</td> <td style="text-align: right;">\$ 94,422</td> </tr> <tr> <td>8 Blades @ \$17,628</td> <td style="text-align: right;">141,024</td> </tr> <tr> <td>UPS</td> <td style="text-align: right; border-bottom: 1px solid black;">7,834</td> </tr> <tr> <td>Total per Centre x 2</td> <td style="text-align: right;">\$ 243,280</td> </tr> </table> </li> </ul>	Chassis	\$ 94,422	8 Blades @ \$17,628	141,024	UPS	7,834	Total per Centre x 2	\$ 243,280	\$486,560 <sup>2</sup>
Chassis	\$ 94,422									
8 Blades @ \$17,628	141,024									
UPS	7,834									
Total per Centre x 2	\$ 243,280									
Backup and Replication/Monitoring Software	<ul style="list-style-type: none"> <li><a href="#">Veeam Backup &amp; Replication Enterprise Plus</a> <table style="margin-left: 20px; border-collapse: collapse;"> <tr> <td style="padding-right: 20px;">8 Blades @ \$4,500 x 2</td> <td style="text-align: right;">\$ 72,000</td> </tr> </table> </li> <li><a href="#">Veeam ONE</a> Monitoring &amp; Reporting <table style="margin-left: 20px; border-collapse: collapse;"> <tr> <td style="padding-right: 20px;">8 Blades @ \$1,800 x 2</td> <td style="text-align: right;">\$ 28,800</td> </tr> </table> </li> <li>Watchdog Monitoring System <table style="margin-left: 20px; border-collapse: collapse;"> <tr> <td style="padding-right: 20px;">2 X \$1,500</td> <td style="text-align: right;">\$ 3,000</td> </tr> </table> </li> </ul>	8 Blades @ \$4,500 x 2	\$ 72,000	8 Blades @ \$1,800 x 2	\$ 28,800	2 X \$1,500	\$ 3,000	\$103,800 <sup>3</sup>		
8 Blades @ \$4,500 x 2	\$ 72,000									
8 Blades @ \$1,800 x 2	\$ 28,800									
2 X \$1,500	\$ 3,000									
Routers and Firewalls Replacement and Configuration  Thunder Bay  Sudbury	<ul style="list-style-type: none"> <li>Upgrade the current routers and firewalls and reconfigure with new network layout to enable backup and replication between both centres</li> <li>Purchased pfSense for both operations centres in 2018-2019</li> <li>2019-2020 cost is for the configuration portion</li> </ul>	\$33,000 <sup>4</sup>								
Sudbury Video Bridge Upgrade	<ul style="list-style-type: none"> <li>Thunder Bay bridge upgraded in 2018-2019 from operating funds</li> <li>Upgraded bridge required in Sudbury to support full redundancy for video platform</li> </ul>	\$38,000 <sup>5</sup>								

<sup>2</sup> Quote provided by Lenovo under VOR agreement.

<sup>3</sup> Veeam online pricing \$2,250US per license x 2 CPUs; Veeam ONE \$900US x 2 CPUs; public sector discount is approximately equal to US exchange.

<sup>4</sup> Quote provided by pfSense supplier per RFP issued June 2018.

<sup>5</sup> Estimate provided by Polycom.

	<ul style="list-style-type: none"> <li>• Includes DMA, RPRM, and RPAD</li> <li>• New bridge support</li> </ul>	
Sudbury Switch Core Upgrade and Cable Management	<ul style="list-style-type: none"> <li>• Thunder Bay switch upgraded in 2018-2019 from operating funds</li> <li>• Current core units are end of life</li> </ul>	\$29,000 <sup>6</sup>
<b>Customer Relationship Management (CRM) and Online Booking Tool (OBT)</b>		
Phase 1	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Develop scope and conduct RFI</li> <li>• Develop budget and implementation plan</li> <li>• Write and issue RFP</li> </ul>	\$100,000
<b>Online Learning Centre Technology Renewal</b>		
Computer Workstations and Laptops	<ul style="list-style-type: none"> <li>• Replace end of life computers</li> <li>• Increased requirement for laptops for flexibility, reconfiguration of classes and work areas from semester to semester based on registrations</li> <li>• 200 x \$1,100</li> </ul>	\$220,000
Video Equipment	<ul style="list-style-type: none"> <li>• Replace end of life HDX7000 units in online learning centres with Group 310 (classroom, single camera) (\$11,000 x 15)</li> <li>• Replace end of life HDX8000 units in online learning centres with Group 700 (dual camera/teacher + classroom) (\$25,000 x 2)</li> </ul>	\$215,000
<b>Year 1 Total</b>		<b>\$ 1,225,360</b>
<b>Funded from Operating Funds</b>		<b>\$300,000</b>
<b>Year 1 Request</b>		<b>\$ 925,360</b>

<sup>6</sup> Based on cost for Thunder Bay upgrade in 2018-2019.

## Year 2 – 2020-2021

Redundancy and Disaster Recovery		
Additional Blades  Thunder Bay  Sudbury	<ul style="list-style-type: none"> <li>• <u>Blades: <a href="#">ThinkSystem SN550</a></u> <ul style="list-style-type: none"> <li>○ Intel Xeon Silver 4114 10C 85W 2.2GHz Processor</li> <li>○ 192GB RAM</li> <li>○ ThinkSystem Emulex LPm16002B-L Mezz 16Gb 2-Port Fibre Channel Adapter</li> </ul> </li> <li>• 2 identical Blade Centres 4 Blades @ \$17,628                      \$70,512 per operations centre x 2</li> </ul>	\$141,024
Backup and Replication/Monitoring Software	<ul style="list-style-type: none"> <li>• <u><a href="#">Veeam Backup &amp; Replication Enterprise Plus</a></u> 4 additional Blades @ \$4,500 x 2              \$36,000</li> <li>• <u><a href="#">Veeam ONE</a></u> Monitoring &amp; Reporting 4 additional Blades @ \$1,800 x 2              \$14,400</li> </ul>	\$50,400
Customer Relationship Management (CRM) and Online Booking Tool (OBT)		
Phase 2	<ul style="list-style-type: none"> <li>• CRM replacement</li> </ul>	\$300,000
Connectivity		
Prepare OLCs for fiber connectivity	<ul style="list-style-type: none"> <li>• Replace OLC routers with pfSense and fibre connectors (\$600 each) 30 centres</li> </ul>	\$18,000
Online Learning Centre e-Learning Equipment Renewal		
Computer Workstations and Laptops	<ul style="list-style-type: none"> <li>• Replace end of life computers</li> <li>• Increased requirement for laptops for flexibility, reconfiguration of classes and work areas from semester to semester based on registrations</li> <li>• 200 x \$1,100</li> </ul>	\$220,000
Video Equipment	<ul style="list-style-type: none"> <li>• Replace end of life HDX7000 units in online learning centres with Group 310 (classroom, single camera) (\$11,000 x 15)</li> <li>• Replace end of life HDX8000 units in OLCs with Group 700 (dual camera/teacher + classroom) (\$25,000 x 2)</li> </ul>	\$215,000
New Shared Services		
Exam Proctoring Solution		\$100,000
Simulation Tool for Apprenticeship Training		\$300,000
Year 2 Total		\$1,344,424

Funded from Operating Funds	\$300,000
Year 2 Request	\$1,044,424



## Year 3 – 2021-2022

Redundancy and Disaster Recovery		
Network Attached Storage (NAS) Sudbury Thunder Bay	<ul style="list-style-type: none"> <li>Works with blade centre, houses all data for all systems</li> <li>Existing NASs purchased in 2009 and is at end of life</li> <li>In 2015, we had just under 6 TB of data. We calculated 50% growth over 5 years (6 TB/2 = 3 TB *5 =15 TB) we purchase a 42 TB unit for each operation centre. This also allowed for a mirrored copy for data protection with a bit left over. Currently we have over provisioned our volumes. We are at 90 % of volume 1 (10 TB volume) and 53 % of our volume 0 (34 TB volume) total data size is 38.5 TB currently or 6.5 times data in 2015.</li> <li>Dell EMC Isilon X410 NAS server 139.2TB, 36 bays (\$150,000 x 2)</li> </ul>	\$300,000
Additional Blades Thunder Bay Sudbury	<ul style="list-style-type: none"> <li>Blades: <a href="#">ThinkSystem SN550</a> <ul style="list-style-type: none"> <li>Intel Xeon Silver 4114 10C 85W 2.2GHz Processor</li> <li>192GB RAM</li> <li>ThinkSystem Emulex LPm16002B-L Mezz 16Gb 2-Port Fibre Channel Adapter</li> </ul> </li> <li>2 identical Blade Centres 2 Blades @ \$17,628                      \$35,256 per operations centre x 2</li> </ul>	\$70,512
Backup and Replication/Monitoring Software	<ul style="list-style-type: none"> <li><a href="#">Veeam Backup &amp; Replication Enterprise Plus</a> 2 additional Blades @ \$4,500 x 2    \$18,000</li> <li><a href="#">Veeam ONE</a> Monitoring &amp; Reporting 2 additional Blades @ \$1,800 x 2    \$7,200</li> </ul>	\$25,200
Backup Sudbury Thunder Bay	<ul style="list-style-type: none"> <li>Onsite backup target (datastore) TBOC and SOC (\$60,000 x 2)</li> <li>Offsite backup target Sudbury and Thunder Bay (\$8,000 x 2)</li> <li>Offsite tape archives LTO-8 Tape Drive (\$11,000 x 2) and tapes (30 x 2 x \$200)</li> <li>Required for disaster recovery in case both Sudbury and Thunder Bay systems corrupted</li> </ul>	\$170,000
Customer Relationship Management (CRM) and Online Booking Tool (OBT)		
Phase 3	<ul style="list-style-type: none"> <li>Scheduling and Space Allocation Module</li> </ul>	\$300,000
Online Learning Centre Technology Renewal		

e-Learning Workstations and Laptops	<ul style="list-style-type: none"> <li>• Replace end of life computers</li> <li>• Increased requirement for laptops for flexibility, reconfiguration of classes and work areas from semester to semester based on registrations</li> <li>• 300 x \$1,100</li> </ul>	\$330,000
OLC Video Equipment	<ul style="list-style-type: none"> <li>• Replace end of life HDX7000 units in online learning centres with Group 310 (classroom, single camera) (\$11,000 x 15)</li> <li>• Replace end of life HDX8000 units in online learning centres with Group 700 (dual camera/teacher + classroom) (\$25,000 x 2)</li> </ul>	\$215,000
<b>New Shared Services</b>		
Student Collaboration Tool		\$50,000
<b>Year 3 Total</b>		<b>\$1,460,712</b>
<b>Funded from Operating Funds</b>		<b>\$300,000</b>
<b>Year 3 Request</b>		<b>\$1,160,712</b>

**Appendix 3 – Modernizing Apprenticeship – A Made-in-Ontario Strategy**

## Modernizing Apprenticeship – A Made in Ontario Strategy

Many small and medium firms cannot afford to hire an apprentice and keep them for the full duration of their apprenticeship. Yet Ontario is a province of small and medium sized firms – 99.9% of the 400,000+ businesses in Ontario are just that<sup>1</sup>. We need new thinking about apprenticeship that will make hiring and retaining an apprentice more attractive and the work of becoming an apprentice a journey that many more can complete.

We also need to leverage the extensive online learning capacity of Ontario and emerging artificial intelligence technologies to support these learners and close the skills gap – up to 1.8 million skilled job vacancies will exist in Ontario by 2031 if no significant and innovative action focused on the skills gap is taken<sup>2</sup>.

Indeed, if we were inventing the process of skills development for trades for the first time in 2018, we would not design the apprentice system we have today. It is time for a fundamental rethink – for truly imaginative and creative approaches.

Here are ten ideas:

1. **Modularize all apprentice programs** so that a defined trade is made up of key components – skills modules - which firms and apprentices can “mix and match” to their needs. This enables new trades – mechatronics, robot repair – to quickly emerge by adding new modules to the pool of modules available. Skills modules could then be made available on a just-in-time basis, removing the idea of start dates – creating new, short program, micro-credentials – something New Zealand sees as key to their skills strategy<sup>3</sup>. Learners can “stack” modules to secure certification in a defined trade. They could also access these modules on the job, reducing time taken to study at a college or trade school.

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<sup>1</sup> See <https://www.cfib-fcei.ca/sites/default/files/2017-12/on0622.pdf>

<sup>2</sup> See <https://www.collegesontario.org/policy-positions/MinerReport.pdf>

<sup>3</sup> For more information on micro-credentials in New Zealand, see <http://mportfolios.blogspot.com/2018/09/microcredentials-nz-perspective.html>

**2. Move all of the learning which does not require “hands’ on” experience to an online environment** – and make these learning modules available 24x7 as massive, open online courses (MOOCs) so that learners and their employers do not pay for learning, only for skills and competency assessment. Hands on learning can be achieved through workplace learning, especially if supervision and assessment are also making effective use of online tools (video recording skills, real time video of an apprentice performing a skill, peer assessment, self-assessment using online tools).

**3. Make skills certification about demonstrable skills, not time served** – skills are assessed by trained assessors (using video-based evidence) and validated by a qualified validators. A person either possesses a skill or they do not. How they acquired that skill and how long it took to do so are of marginal interest. We could establish both virtual and local assessment centres for skills to enable anyone at any time to have their skills assessed. New developments in assessment enable skills to be assessable 24x7.

**4. Leverage technology to make skills learning both effective and fun** – many apprenticeship students report a high level of boredom with the way in which they are asked to learn. Yet simulation technologies, gamification, new uses of augmented reality could make learning both more powerful and effective plus more enjoyable. Fun and effective learning are not mutually exclusive. Some of the new approaches to coding, robotics education and learning about artificial intelligence show just how powerful such learning can be.

**5. Fast Track Innovative Approaches to Literacy and Essential Skills and Embed these in Apprenticeship Programs** – too many of our workforce do not possess the literacy, numeracy and basic computer skills needed for a modern worker. New approaches to the development of these skills, such as the use of cellphones as teaching tools for literacy<sup>4</sup>, need to be embedded in all apprenticeship programs. We need to increase the number of employees who can function at high levels of literacy and cognitive understanding if we

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<sup>4</sup> See, for example, the work of Cell-Ed in this regard - <https://www.cell-ed.com/>

are to compete in the global economy – doing so could have significant impact on productivity.

**6. Develop skills assessment centres throughout Ontario offering skills assessment and prior learning recognition “on demand”.** Skills can be acquired in a variety of ways. Using systematic, competency-based assessments (changed frequently using artificial intelligence systems), validated by skilled assessors, individuals can receive skills validation and a roadmap for securing their certification or Red Seal through a personalized program focused on the gaps between the competencies needed and those they are certified to have. A pilot program for chef’s in British Columbia showed how powerful and effective this can be<sup>5</sup>. This work is a form of prior learning assessment and validation, something growing in apprenticeship programs around the world.

**7. Develop degreed apprenticeships.** The UK, as part of its strategy to refocus investments in trades, developed the idea of the “degreed apprentice” – the minute an individual registers in an advanced apprenticeship program in certain fields, they are automatically registered in a degree program, with their apprenticeship counted for credit towards their degree. These programs are free to apprenticeships in key domains (paid for by employers and government in a cost sharing arrangement) – power systems, chartered surveyors, aerospace, laboratory science – and can lead to a bachelor’s or Master’s degree<sup>6</sup>.

**8. Significantly expand dual-credit programs in high schools.** Dual credit permits a high school student to secure part of their apprenticeship (both practice and academic study components) before they leave school, creating links to local employers but also incentives for program completion. For many students, dual-credit provides meaningful, authentic learning which connects both to skills

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<sup>5</sup> For more information, see <https://bccampus.ca/2015/04/28/professional-cook-gap-training-program-status-report/>

<sup>6</sup> For more information, see <https://www.gov.uk/government/news/government-rolls-out-flagship-degree-apprenticeships> An example of such a program can be found at: <https://www1.chester.ac.uk/degree-apprenticeships/our-courses/chartered-manager-degree-apprenticeship>

and the world of work. Expanding this program<sup>7</sup> through additional investment would fast track apprenticeship for more individuals.

**9. Develop a network of apprenticeship mentors and coaches.**

Young people entering apprenticeship receive the support of their employer and their teachers, but often need more. Leveraging recently retired skilled trades workers – their pride and success in their trade speaks to the ambitions of young apprenticeship – and connecting them to apprenticeship in both virtual and in-person support networks can make a real difference to completion rates. The US are considering legislation<sup>8</sup> that would enable well-qualified employees over 55 to have their working hours “substantially reduced” and to be able to draw on their pension plan if they devote at least 20 percent of their remaining hours to apprentice mentorship.

**10. Support the growth of innovative approaches to learning evidenced across Ontario. Ontario is a powerhouse for online learning.** Not only do we have examples in trades education of real innovative uses of technology for learning, of effective public/private partnerships, of deep collaboration between colleges offering skills programs, we also have a vibrant private online learning sector which include global powerhouses on our doorstep. A summit focused on new approaches to skills and incentives for rapid prototyping of new approaches to skills education would help cement a new era for lifelong learning in Ontario.

There are more ideas – develop work-based learning diploma and degree programs which can be completed with no class time, make much more use of MOOCs to deliver skills development, more challenge and project-based learning across geographic boundaries for apprentices – but implementing these ten would produce significant systems changes quickly.

Ontario’s distance and online learning expertise, coupled with its growing competencies in artificial intelligence, simulation and gaming, augmented reality can all be used to support innovation in apprenticeship. There are a great many education technology companies based in Ontario which can

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<sup>7</sup> For details of the program, see <http://www.edu.gov.on.ca/morestudentsuccess/DualCreditFS.pdf>

<sup>8</sup> For more information, see <https://www.congress.gov/bill/115th-congress/senate-bill/1352>

be challenged to respond to the skills gap<sup>9</sup>, working in partnership with employers and colleges. Many colleges offering apprenticeship programs are also innovators in online, distance and flexible learning<sup>10</sup> and Ontario is home to some of the leading thinkers and practitioners of innovative approaches to open, distance and flexible learning. It is time to leverage this range of expertise and resources to first reduce and then eliminate the skills gap.

Leveraging these ideas would reduce the costs of apprenticeship for learners – less time lost on the job, less travel time and costs, no need for overnight stays at a college location. Because of the flexibility of the modular approach, some learners could also accelerate their apprenticeship, securing mastery of knowledge at a pace appropriate to their ability. Coupled with a tool allowance and incentives for completion, Ontario's apprenticeship system could be revitalized by these developments.

Ontario could also accelerate innovation in apprenticeship by encouraging the rapid development and deployment of the modular approach and competency-based assessment methods by its colleges. Savings in costs could be reallocated to create assessment centres in communities throughout Ontario – centres that leverage technologies to enable anytime assessment. Shifting from a small number of admission points for apprenticeship programs to enrol at any time modules would also transform the formal educational component of these programs, facilitating improved completion rates and greater efficiency.

Ontario has a highly educated workforce – one of the most educated in the world, yet 82% of employers say that they have a challenge recruiting and retaining the employees they need with the skills they need<sup>11</sup>. It is time to rethink how we develop skills, how we support lifelong learning and how we create a flexible skills system for a future workforce. The time to innovate is now.

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<sup>9</sup> For a searchable directory, see <https://teachonline.ca/tools-trends/best-practices-around-world-including-ontario/edtech-startups-directory>

<sup>10</sup> See Pockets of Innovation series at [www.teachonline.ca](http://www.teachonline.ca)

<sup>11</sup> See <https://www.mentorworks.ca/blog/market-trends/2017-09-ontario-skills-shortage-trends/>



Youth unemployment in Ontario is (app.) 11.7%<sup>12</sup>. Harnessing innovative approaches to apprenticeship, especially modular training and assessment on demand, could provide a basis for upskilling some of those currently unable to find work and create new opportunities. It is time to offer a “new deal” to those unable to find work and a new deal for employers looking to hire. Innovation is the key to their future.

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<sup>12</sup> Based on May 2018 – details at <https://www.ontario.ca/page/labour-market-report-may-2018>

## Appendix 4 – Letters to Ontario Government Ministers

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Attached are PDF copies of the letters to the Ministers of:

- Agriculture, Food and Rural Affairs
- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

February 7, 2019

The Honourable Ernie Hardeman  
Minister of Agriculture, Food and Rural Affairs  
77 Grenville Street  
11<sup>th</sup> Floor  
Toronto, Ontario M7A 1B3

Dear Minister Hardeman:

**Re: Contact North | Contact Nord Support to Ministry of Agriculture, Food and Rural Affairs**

Contact North | Contact Nord (CN | CN) helps underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities across Ontario get jobs by making it possible for them to access education and training without leaving their communities.

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

As we start our 33<sup>rd</sup> year of operation, we are currently finalizing our 2019-2020 Business Plan and Budget submission to the Ministry of Training, Colleges and Universities and I want to take this opportunity to highlight two specific ways we are supporting your Ministry's priorities as part of the government's commitment to a multi-ministerial approach.

The specific initiatives supporting the Ministry of Agriculture, Food and Rural Affairs include:

- 1) Through our 116 local online learning centres, we help Ontarians in rural communities across the province to complete their education and training without having to leave their community.

Residents in rural Ontario can use our services to get information on online programs and courses to meet their needs, complete their course work using computers and Internet access in our online learning centres, participate in their courses using videoconferencing and web conferencing platforms, and write their supervised exams and tests.

By using our services, rural Ontarians can remain in their communities and contribute to the overall social and economic fabric of their communities.

- 2) We are expanding the number of access points in rural communities where residents can access a smaller number of our services.

For example, we are partnering with public libraries in rural communities where our staff are onsite on a regular basis to meet with residents to provide information on available online

programs and courses, help them register in their courses and provide referrals to other local support services.

This is an opportunity for us to support smaller rural communities and ensure they can access our services without having to travel to an online learning centre.

These specific initiatives are part of Contact North | Contact Nord's mandate and are integrated into our Business Plan for 2019-2020. I plan to update you on our progress in delivering on these initiatives in October 2019 and April 2020.

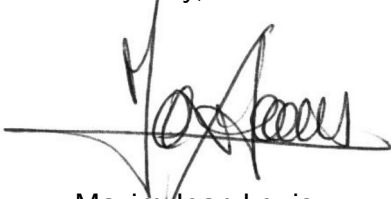
My colleagues and I are on standby to provide more information on these specific initiatives and explore other steps we can take to provide to support the education and training needs of clients of your Ministry in 2019-2020.

As part of our contribution to a multi-ministerial approach, in addition to directly supporting the priorities of the Ministry of Training, Colleges and Universities, Contact North | Contact Nord supports the priorities of eight other ministries, including:

- Agriculture, Food and Rural Affairs
- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

Please do not hesitate to call upon us at any time.

Sincerely,

A handwritten signature in black ink, appearing to read 'Maxim Jean-Louis', written over a horizontal line.

Maxim Jean-Louis  
President – Chief Executive Officer

Copy: Paul Taillefer, Chair, Contact North | Contact Nord Board of Directors  
Tara Barry, Chief of Staff, Office of the Minister  
Greg Meredith, Deputy Minister, Ministry of Agriculture, Food and Rural Affairs

February 7, 2019

The Honourable Lisa MacLeod  
Minister of Children, Community and Social Services  
Hepburn Block, 6th Floor  
80 Grosvenor Street  
Toronto, Ontario M7A 1E9

Dear Minister McLeod:

**Re: Contact North | Contact Nord Support to Ministry of Children, Community and Social Services**

Contact North | Contact Nord (CN | CN) helps underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities across Ontario get jobs by making it possible for them to access education and training without leaving their communities.

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

As we start our 33<sup>rd</sup> year of operation, we are currently finalizing our 2019-2020 Business Plan and Budget submission to the Ministry of Training, Colleges and Universities and I want to take this opportunity to highlight two specific ways we are supporting your Ministry's priorities as part of the government's commitment to a multi-ministerial approach.

The specific initiatives supporting the Ministry of Children, Community and Social Services include:

- 1) We are ramping up our support to Ontario Works (OW) offices across the province by partnering with them to help their clients complete their education and training to get a job and leave Ontario's social assistance system.

Through a formal, province-wide referral relationship with CN | CN, OW can leverage the government's existing investment in CN | CN and scale up the existing collaboration with 15 offices to support a significantly higher number of OW clients get the education and training they need right in their community to get a job.

We are targeting to support 50 Ontario Works offices in 2019-2020.

There is no risk to OW, no additional cost to OW and a tremendous opportunity to bring your Ministry's vision for our social assistance system to life through a multi-ministerial approach and a focus education and training as a way to "get more people back on track".

- 2) We place a special emphasis on supporting Ontarians with a disability and newcomers to Ontario to access the education and training they need in their communities to take advantage of their unique skills and contribute to Ontario's economic prosperity.

In 2019-2020, we plan to enhance our efforts to support these two priority groups to ensure they can complete their education and training without having to leave their community.

These specific initiatives are part of Contact North | Contact Nord's mandate and are integrated into our Business Plan for 2019-2020. I plan to update you on our progress in delivering on these initiatives in October 2019 and April 2020.

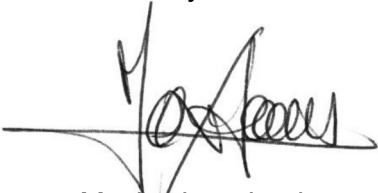
My colleagues and I are on standby to provide more information on these specific initiatives and explore other steps we can take to provide to support the education and training needs of clients of your Ministry in 2019-2020.

As part of our contribution to a multi-ministerial approach, in addition to directly supporting the priorities of the Ministry of Training, Colleges and Universities, Contact North | Contact Nord supports the priorities of eight other ministries, including:

- Agriculture, Food and Rural Affairs
- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

Please do not hesitate to call upon us at any time.

Sincerely,



Maxim Jean-Louis  
President – Chief Executive Officer

Copy: Paul Taillefer, Chair, Contact North | Contact Nord Board of Directors  
Tim Porter, Chief of Staff, Office of the Minister  
Janet Menard, Deputy Minister, Ministry of Children, Community and Social Services

February 8, 2019

The Honourable Sylvia Jones  
Minister of Community Safety and Correctional Services  
George Drew Building  
18th Floor  
25 Grosvenor Street  
Toronto, Ontario M7A 1Y6

Dear Minister Jones:

**Re: Contact North | Contact Nord Support to Ministry of Community Safety and Correctional Services**

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

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

As we start our 33<sup>rd</sup> year of operation, we are currently finalizing our 2019-2020 Business Plan and Budget submission to the Ministry of Training, Colleges and Universities and I want to take this opportunity to highlight how we are supporting your Ministry as part of the government's commitment to a multi-ministerial approach.

In 2019-2020, my colleagues are undertaking a series of additional outreach activities to Ontario's correctional facilities to support prospective learners to access online training options to prepare them for jobs once they leave these facilities.

This initiative is part of Contact North | Contact Nord's mandate and integrated into our Business Plan for 2019-2020. I plan to update you on our progress in delivering on this initiative in October 2019 and April 2020.

My colleagues and I are on standby to provide more information on this initiative and explore other steps we can take to provide support to the education and training needs of clients of your Ministry in 2019-2020.

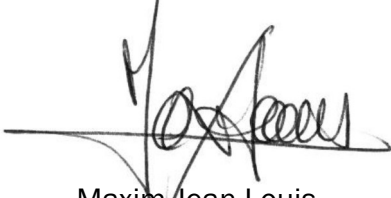
As part of our contribution to a multi-ministerial approach, in addition to directly supporting the priorities of the Ministry of Training, Colleges and Universities, Contact North | Contact Nord supports the priorities of eight other ministries, including:

- Agriculture, Food and Rural Affairs

- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

Please do not hesitate to call upon us at any time.

Sincerely,

A handwritten signature in black ink, appearing to read 'Maxim Jean-Louis', written over a horizontal line.

Maxim Jean-Louis  
President – Chief Executive Officer

Copy: Paul Taillefer, Chair, Contact North | Contact Nord Board of Directors  
David Garland, Chief of Staff, Office of the Minister  
Sam Erry, Deputy Minister, Correctional Services



February 7, 2019

The Honourable Lisa Thompson  
Minister of Education  
Mowat Block, 22nd Floor  
900 Bay Street  
Toronto, Ontario M7A 1L2

Dear Minister Thompson:

**Re: Contact North | Contact Nord Support to Ministry of Children, Community and Social Services**

Contact North | Contact Nord (CN | CN) helps underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities across Ontario get jobs by making it possible for them to access education and training without leaving their communities.

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

As we start our 33<sup>rd</sup> year of operation, we are currently finalizing our 2019-2020 Business Plan and Budget submission to the Ministry of Training, Colleges and Universities and I want to take this opportunity to highlight two specific ways we are supporting your Ministry's priorities as part of the government's commitment to a multi-ministerial approach.

The specific initiatives supporting the Ministry of Education include:

- 1) Actively recruiting students and adult learners for the online courses available from Ontario's 76 district school boards to help them complete their high school diploma.
- 2) Making our 116 staffed online learning centres available to students and adult learners to complete their course work using our computers and Internet access, receive referrals to other local support services, write their tests and exams and receive moral support and encouragement as they complete their courses.

Our objective is to support more Ontarians to complete their high school diploma to prepare to start a post-secondary credential or prepare for a job.

These specific initiatives are part of Contact North | Contact Nord's mandate and are integrated into our Business Plan for 2019-2020. I plan to update you on our progress in delivering on these initiatives in October 2019 and April 2020.

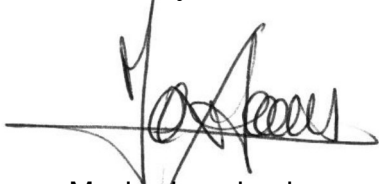
My colleagues and I are on standby to provide more information on these specific initiatives and explore other steps we can take to provide support to more Ontarians to complete their high school diploma in 2019-2020.

As part of our contribution to a multi-ministerial approach, in addition to directly supporting the priorities of the Ministry of Training, Colleges and Universities, Contact North | Contact Nord supports the priorities of eight other ministries, including:

- Agriculture, Food and Rural Affairs
- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

Please do not hesitate to call upon us at any time.

Sincerely,

A handwritten signature in black ink, appearing to read 'Maxim Jean-Louis', written over a horizontal line.

Maxim Jean-Louis  
President – Chief Executive Officer

Copy: Paul Taillefer, Chair, Contact North | Contact Nord Board of Directors  
Matthew Bondy, Chief of Staff, Office of the Minister  
Nancy Naylor, Deputy Minister, Ministry of Education

Le 7 février 2019

L'honorable Caroline Mulroney  
Ministre des Affaires francophones  
700, rue Bay, bureau 2501  
Toronto (Ontario) M7A 0A2

**Objet : Soutien de Contact North | Contact Nord au ministère des Affaires francophones**

Madame la Ministre,

Contact North | Contact Nord (CN | CN) aide les Ontariennes et les Ontariens mal desservis de 600 petites collectivités rurales, éloignées, autochtones et francophones à trouver de l'emploi en leur permettant d'accéder à une éducation et une formation sans avoir à quitter leur communauté.

Contact North | Contact Nord offre ses services en anglais et en français gratuitement pour la population ontarienne.

Alors que nous entamons notre 33<sup>e</sup> année d'activité, nous finalisons actuellement notre plan d'activités et notre budget 2019-2020 qui sera déposé auprès du ministère de la Formation et des Collèges et Universités. Je souhaite vous faire part de deux initiatives qui sont mises de l'avant dans une perspective interministérielle et qui soutiennent plus précisément les priorités de votre ministère.

Les initiatives spécifiques à l'appui du ministère des Affaires francophones comprennent :

- 1) Les francophones constituent l'un des deux groupes prioritaires identifiés dans le mandat de CN | CN (l'autre étant les personnes autochtones).

Au moyen d'initiatives ciblées au sein des communautés francophones de la province, Contact North | Contact Nord recrute des étudiantes et étudiants pour les programmes et les cours en ligne offerts par les collèges et universités francophones et bilingues de l'Ontario.

Notre objectif est d'aider les francophones à obtenir l'éducation et la formation dont elles et ils ont besoin au sein même de leur communauté, de manière à faciliter leur recherche d'emploi, de contribuer au tissu économique et social de leur communauté et de favoriser la prospérité économique de l'Ontario.

- 2) Grâce à nos campagnes de recrutement ciblées, nous aidons les collèges et universités de langue française et bilingues de l'Ontario à recruter des étudiantes et étudiants pour leurs programmes et cours en ligne offerts en français.

Ce soutien direct aide les collèges et les universités à viabiliser leurs programmes et cours en ligne au moyen des efforts de recrutement que nous consacrons au sein de 600 petites communautés rurales, éloignées, autochtones et francophones de la province. Aucun des collèges et universités n'est en mesure de proposer ce type de recrutement local, direct et ciblé d'étudiantes et étudiants, particulièrement à l'extérieur des communautés francophones.

Ces initiatives spécifiques font partie du mandat de Contact North | Contact Nord et sont intégrées à notre plan d'activités pour 2019-2020. Je compte vous tenir informé des progrès accomplis dans la mise en œuvre de celles-ci en cours d'année, soit en octobre 2019 et avril 2020.

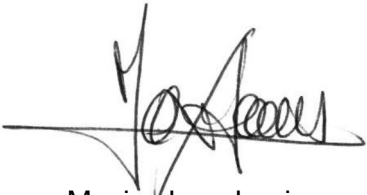
Mes collègues ainsi que moi-même sommes disposés à fournir plus d'informations sur ces initiatives spécifiques et à échanger avec vous quant à toutes autres mesures susceptibles de répondre aux besoins en éducation et en formation des francophones en 2019-2020.

Dans le cadre de notre contribution à l'approche interministérielle, outre l'appui direct que nous apportons aux priorités du ministère de la Formation et des Collèges et Universités, Contact North | Contact Nord soutient les priorités de huit autres ministères, soit :

- Affaires autochtones
- Affaires francophones
- Agriculture, Alimentation et Affaires rurales
- Éducation
- Infrastructure
- Sécurité communautaire et Services correctionnels
- Services à l'enfance et Services sociaux et communautaires
- Tourisme, Culture et Sport

S'il vous plaît, n'hésitez pas à faire appel à nous à tout moment.

Cordialement,



Maxim Jean-Louis  
Président – directeur général

c. c. Paul Taillefer, président du Conseil d'administration, Contact North | Contact Nord  
Matthew Conway, conseiller principal, cabinet de la ministre des Affaires francophones  
Marie-Lison Fougère, sous-ministre, ministère des Affaires francophones

February 7, 2019

The Honourable Greg Rickford  
Minister of Indigenous Affairs  
Suite 400  
160 Bloor Street East  
Toronto, Ontario M7A 2E6

Dear Minister Rickford:

**Re: Contact North | Contact Nord Support to Ministry of Indigenous**

Contact North | Contact Nord (CN | CN) helps underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities across Ontario get jobs by making it possible for them to access education and training without leaving their communities.

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

As we start our 33<sup>rd</sup> year of operation, we are currently finalizing our 2019-2020 Business Plan and Budget submission to the Ministry of Training, Colleges and Universities and I want to take this opportunity to highlight two specific ways we are supporting your Ministry's priorities as part of the government's commitment to a multi-ministerial approach.

The specific initiatives supporting the Ministry of Indigenous include:

- 1) Indigenous learners are one of two priority groups identified in CN | CN's mandate (the other is Francophones).

We have 23 of our 116 local online learning centres located in Indigenous communities to help them complete the education and training they need in their community to get jobs, contribute to the economic and social fabric of their community and contribute to Ontario's economic prosperity.

These 23 online learning centres support a further 47 Indigenous communities nearby.

- 2) We are putting a special emphasis on supporting the education and training needs of Indigenous communities in the Ring of Fire area in 2019-2020 to help prepare these residents for the jobs that will come with the development of this important resource for our province.

We are currently supporting these four Ring of Fire communities:

- Constance Lake First Nation
- Ginoogaming First Nation
- Long Lake 58 First Nation
- Aroland First Nation

These specific initiatives are part of Contact North | Contact Nord's mandate and are integrated into our Business Plan for 2019-2020. I plan to update you on our progress in delivering on these initiatives in October 2019 and April 2020.

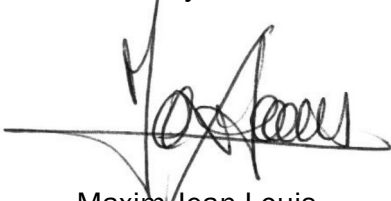
My colleagues and I are on standby to provide more information on these specific initiatives and explore other steps we can take to provide to support the education and training needs of Indigenous learners in 2019-2020.

As part of our contribution to a multi-ministerial approach, in addition to directly supporting the priorities of the Ministry of Training, Colleges and Universities, Contact North | Contact Nord supports the priorities of eight other ministries, including:

- Agriculture, Food and Rural Affairs
- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

Please do not hesitate to call upon us at any time.

Sincerely,



Maxim Jean-Louis  
President – Chief Executive Officer

Copy: Paul Taillefer, Chair, Contact North | Contact Nord Board of Directors  
Nina Chiarelli, Chief of Staff, Office of Minister of Indigenous Affairs  
Deborah Richardson, Deputy Minister, Ministry of Indigenous Affairs

February 7, 2019

The Honourable Monte McNaughton  
Minister of Infrastructure  
Hearst Block, 8th Floor  
900 Bay Street  
Toronto, Ontario M7A 2E1

Dear Minister McNaughton:

**Re: Contact North | Contact Nord Contribution to Broadband Internet Connectivity Discussions**

Contact North | Contact Nord (CN | CN) helps underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities across Ontario get jobs by making it possible for them to access education and training without leaving their communities.

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

As we start our 33<sup>rd</sup> year of operation, we are currently finalizing our 2019-2020 Business Plan and Budget submission to the Ministry of Training, Colleges and Universities and I want to take this opportunity to highlight the importance of affordable broadband Internet access in all communities in Ontario.

We have [116 online learning centres](#) serving small, rural, remote, Indigenous and Francophone communities across the province that provide direct local services to Ontarians, including providing free use of computer workstations and Internet for students to complete their online programs and courses. We also provide the free use of a videoconferencing and web conferencing platform for students from colleges, universities, school boards, etc., to connect to courses from our online learning centres. Both platforms run over the Internet. As a result, we have a significant interest in the expansion of broadband Internet to all parts of the province as 71% of our online learning centres operate with download speeds of 3Mbps or less.

We are pleased to contribute to the ongoing discussions with your Ministry and the Government of Ontario regarding the need for access to consistent, affordable broadband Internet in all communities across the province through:

- 1) Informing the discussions around broadband Internet access through research papers as such as the attached CURRENT DEVELOPMENTS IN BROADBAND INTERNET SERVICES IN ONTARIO.
- 2) Sharing specific challenges and opportunities Contact North | Contact Nord has in the communities it serves. See attached SNAPSHOT OF CONTACT NORTH | CONTACT NORD INTERNET SPEEDS.

- 3) Contributing to discussions and dialogue on how we effectively address the gaps in broadband Internet access, particularly in small, rural, remote and Indigenous communities. Our Information Technology (IT) & Web Services team can contribute their expertise and knowledge to these discussions.

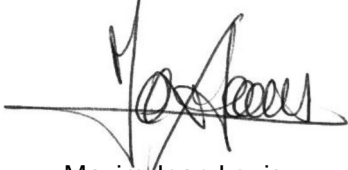
Given the importance of broadband Internet access to our operation and the services we provide to Ontarians, such contributions are part of Contact North | Contact Nord's mandate and are integrated into our Business Plan for 2019-2020.

As part of our contribution to a multi-ministerial approach, in addition to directly supporting the priorities of the Ministry of Training, Colleges and Universities, Contact North | Contact Nord supports the priorities of eight other ministries, including:

- Agriculture, Food and Rural Affairs
- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

Please do not hesitate to call upon us at any time if we can contribute to the discussions.

Sincerely,



Maxim Jean-Louis  
President – Chief Executive Officer

Attachments (2)

Copy: Paul Taillefer, Chair, Contact North | Contact Nord Board of Directors  
Joshua Workman, Chief of Staff, Office of the Minister  
Chris Giannekos, Deputy Minister (Acting), Ministry of Infrastructure



February 7, 2019

The Honourable Michael Tibollo  
Minister of Tourism, Culture and Sport  
Hearst Block, 9th Floor  
900 Bay Street  
Toronto, Ontario M7E 2A1

Dear Minister Tibollo:

**Re: Contact North | Contact Nord Support to Ministry of Tourism, Culture and Sport**

Contact North | Contact Nord (CN | CN) helps underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities across Ontario get jobs by making it possible for them to access education and training without leaving their communities.

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

As we start our 33<sup>rd</sup> year of operation, we are currently finalizing our 2019-2020 Business Plan and Budget submission to the Ministry of Training, Colleges and Universities and I want to take this opportunity to highlight four specific ways we are supporting the Ontario Trillium Foundation (OTF), an agency of the Government of Ontario reporting to your Ministry, as part of the government's commitment to a multi-ministerial approach.

The specific initiatives supporting the Ontario Trillium Foundation include:

- 1) Providing the free use of our web conferencing platform to host outreach events for potential grantees in OTF's Youth Opportunities Fund. Potential grantees from across Ontario can attend these sessions either from their home computer or at one of our 116 online learning centres across the province, thus avoiding costly travel for the potential grantee as well as travel, accommodation and other expenses for OTF staff to host these sessions across the province. In addition, our local staff across Ontario promote the availability of the outreach events to targeted groups in their communities to encourage more potential grantees to attend the events and learn more about the Youth Opportunities Fund.
- 2) Providing the free use of our web conferencing platform for grantees to attend training sessions with OTF staff upon confirmation of their grants, either from their home computer or at one of our 116 online learning centres across the province. This avoids travels costs for grantees as well as accommodation and other expenses for OTF staff to host these sessions across the province.
- 3) OTF undertakes a yearly skills assessment of its grantees and will refer grantees with skills gaps to local Contact North | Contact Nord staff who can help grantees find online training options to address the skills gaps without having to leave their community.

- 4) Providing the free use of our web conferencing platform to OTF to conduct training for OTF staff located throughout Ontario, thus avoiding costly travel and accommodation expenses for staff to attend training sessions.

These specific initiatives are part of Contact North | Contact Nord's mandate and are integrated into our Business Plan for 2019-2020. I plan to update you on our progress in delivering on these initiatives in October 2019 and April 2020.

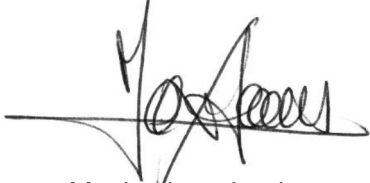
My colleagues and I are on standby to provide more information on these specific initiatives and explore other steps we can take to provide to support the education and training needs of clients of your Ministry in 2019-2020.

As part of our contribution to a multi-ministerial approach, in addition to directly supporting the priorities of the Ministry of Training, Colleges and Universities, Contact North | Contact Nord supports the priorities of eight other ministries, including:

- Agriculture, Food and Rural Affairs
- Children, Community and Social Services
- Community Safety and Correctional Services
- Education
- Francophone Affairs
- Indigenous Affairs
- Infrastructure
- Tourism, Culture and Sport

Please do not hesitate to call upon us at any time.

Sincerely,



Maxim Jean-Louis  
President – Chief Executive Officer

P.S. My Contact North | Contact Nord colleagues and I are also very interested in your perspective on online learning. You mentioned you are currently pursuing a Doctorate of Psychology from the [University of Southern California](#) via online learning when I joined you, as Vice-Chair of the Board of Directors of the Ontario Trillium Foundation, last month in Richmond Hill to make a major grant announcement. We are delighted to feature you in an upcoming edition of Contact North | Contact Nord's [Online Learning News](#) e-newsletter. How can I connect with you to start the process to feature you?

Copy: Paul Taillefer, Chair, Contact North | Contact Nord Board of Directors  
Dan Jacobs, Chief of Staff, Office of the Minister  
Nancy Matthews, Deputy Minister, Ministry of Tourism, Culture and Sport

**Appendix 5 – List of 600 Small, Rural, Remote, Indigenous and Francophone Communities Served**

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**LIST OF OVER 600 SMALL, RURAL,  
REMOTE, INDIGENOUS AND  
FRANCOPHONE COMMUNITIES SERVED  
BY CONTACT NORTH | CONTACT NORD\***

September 2018  
[www.contactnorth.ca](http://www.contactnorth.ca)

\* Some are larger communities where Contact North | Contact Nord has a regional base.

## LIST OF OVER 600 SMALL, RURAL, REMOTE, INDIGENOUS AND FRANCOPHONE COMMUNITIES SERVED BY CONTACT NORTH | CONTACT NORD

Community Name	Online Learning Centre Serving the Community	Region
Alderville	Cobourg	East Central
Alexandria	Cornwall	East Central
Alfred	Hawkesbury	East Central
Allensville	Bracebridge	East Central
Alnwick	Cobourg	East Central
Amherst	Cobourg	East Central
Amherstview	Madoc	East Central
Apple Hill	Cornwall	East Central
Ardtree	Bracebridge	East Central
Ashworth	Bracebridge	East Central
Aspdin	Bracebridge	East Central
Atherley	Bracebridge	East Central
Aurora	Georgina	East Central
Bala	Bracebridge	East Central
Ballantrae	Georgina	East Central
Baltimore	Cobourg	East Central
Bancroft	Madoc	East Central
Bardsville	Bracebridge	East Central
Barry's Bay	Haliburton	East Central
Bath	Madoc	East Central
Beaumaris	Bracebridge	East Central
Beaverton	Georgina	East Central
Belleville	Madoc	East Central
Bewdley	Cobourg	East Central
Big Chute	Bracebridge	East Central
Birkendale	Bracebridge	East Central
Bobcaygeon	Haliburton	East Central
Bonville	Cornwall	East Central
Bracebridge	Bracebridge	East Central
Bradford	Georgina	East Central
Brighton	Cobourg	East Central
Britannia	Bracebridge	East Central
Brockville	Cornwall	East Central
Buckhorn	Haliburton	East Central
Burnbrae	Cobourg	East Central
Burnt River	Haliburton	East Central
Cambourne	Cobourg	East Central
Campbellford	Cobourg	East Central
Cannington	Georgina	East Central
Cardiff	Haliburton	East Central
Carleton Place	Orleans	East Central
Carnarvon	Haliburton	East Central
Casselman	Hawkesbury	East Central

Community Name	Online Learning Centre Serving the Community	Region
Castleton	Cobourg	East Central
Centurian	Bracebridge	East Central
Chesterville	Cornwall	East Central
Chippewas of Georgina Island	Georgina	East Central
Chute-à-Blondeau	Hawkesbury	East Central
Clear Lake	Bracebridge	East Central
Coboconk	Haliburton	East Central
Cobourg	Cobourg	East Central
Coe Hill	Madoc	East Central
Colborne	Cobourg	East Central
Cold Springs	Cobourg	East Central
Coldwater	Bracebridge	East Central
Cookstown	Georgina	East Central
Cornwall	Cornwall	East Central
Crysler	Cornwall	East Central
Cumberland Beach	Bracebridge	East Central
Desoronto	Madoc	East Central
Dorset	Haliburton	East Central
Duclos Point	Georgina	East Central
Dwight	Bracebridge	East Central
Eagle Lake	Haliburton	East Central
East Gwillimbury	Georgina	East Central
Eldorado	Madoc	East Central
Finch	Cornwall	East Central
Flinton	Madoc	East Central
Foxboro	Madoc	East Central
Georgina	Georgina	East Central
Gilmour	Madoc	East Central
Glen Robertson	Cornwall	East Central
Glengarry	Cornwall	East Central
Gloucester	Orleans	East Central
Gooderham	Haliburton	East Central
Gores Landing	Cobourg	East Central
Gravel Hill	Cornwall	East Central
Gravenhurst	Bracebridge	East Central
Green Valley	Cornwall	East Central
Haliburton	Haliburton	East Central
Harwood	Cobourg	East Central
Hastings	Cobourg	East Central
Havelock	Madoc	East Central
Hawkesbury	Hawkesbury	East Central
Hidden Valley	Bracebridge	East Central
Highland Grove	Haliburton	East Central
Holland Landing	Georgina	East Central
Honey Harbour	Bracebridge	East Central

Community Name	Online Learning Centre Serving the Community	Region
Huntsville	Bracebridge	East Central
Ingleside	Cornwall	East Central
Innisfil	Georgina	East Central
Island Grove	Georgina	East Central
Jackson's Point	Georgina	East Central
Kanata	Orleans	East Central
Keswick	Georgina	East Central
Kilworthy	Bracebridge	East Central
King City	Georgina	East Central
Kinmount	Haliburton	East Central
Lakefield	Haliburton	East Central
Lancaster	Cornwall	East Central
Limoges	Hawkesbury	East Central
Lindsay	Haliburton	East Central
Long Sault	Cornwall	East Central
L'Orignal	Hawkesbury	East Central
MacTier	Bracebridge	East Central
Madoc	Madoc	East Central
Manotick	Orleans	East Central
Maple	Georgina	East Central
Marlbank	Madoc	East Central
Marmora	Madoc	East Central
Martintown	Cornwall	East Central
Maxville	Cornwall	East Central
Maynooth	Haliburton	East Central
Melissa	Bracebridge	East Central
Merickville	Orleans	East Central
Midland	Bracebridge	East Central
Milford Bay	Bracebridge	East Central
Minden	Haliburton	East Central
Monkland	Cornwall	East Central
Moonstone	Bracebridge	East Central
Moose Creek	Cornwall	East Central
Morganston	Cobourg	East Central
Morrisburg	Cornwall	East Central
Morrison Landing	Bracebridge	East Central
Mount Albert	Georgina	East Central
Napanee	Madoc	East Central
Navan	Orleans	East Central
Nepean	Orleans	East Central
Newholm	Bracebridge	East Central
Newmarket	Georgina	East Central
Norland	Haliburton	East Central
North Lancaster	Cornwall	East Central
Northbrook	Madoc	East Central

Community Name	Online Learning Centre Serving the Community	Region
Norwood	Madoc	East Central
Odessa	Madoc	East Central
Omeme	Haliburton	East Central
Orillia	Bracebridge	East Central
Orleans	Orleans	East Central
Pefferlaw	Georgina	East Central
Perth	Madoc	East Central
Picton	Madoc	East Central
Plantagenet	Hawkesbury	East Central
Port Bolster	Georgina	East Central
Port Carling	Bracebridge	East Central
Port Cunningham	Bracebridge	East Central
Port Hope	Cobourg	East Central
Port McNicoll	Bracebridge	East Central
Port Sydney	Bracebridge	East Central
Potters Landing	Bracebridge	East Central
Queensville	Georgina	East Central
Ravenscliffe	Bracebridge	East Central
Redwood	Bracebridge	East Central
Roche's Point	Georgina	East Central
Rockland	Hawkesbury	East Central
Roseneath	Cobourg	East Central
Rosseau	Bracebridge	East Central
Scugog	Georgina	East Central
Sebright	Bracebridge	East Central
Severn Bridge	Bracebridge	East Central
Severn Falls	Bracebridge	East Central
Shannonville	Madoc	East Central
Sharbot Lake	Madoc	East Central
Sharon	Georgina	East Central
Springbrook	Madoc	East Central
St-Albert	Hawkesbury	East Central
St. Andrews	Cornwall	East Central
St. Elmo	Bracebridge	East Central
St-Eugène	Hawkesbury	East Central
St. Isidore	Hawkesbury	East Central
Stirling	Madoc	East Central
Sutton	Georgina	East Central
Sydenham	Madoc	East Central
Torrance	Bracebridge	East Central
Tory Hill	Haliburton	East Central
Trenton	Madoc	East Central
Tweed	Madoc	East Central
Udora	Georgina	East Central
Uffington	Bracebridge	East Central



Community Name	Online Learning Centre Serving the Community	Region
Utterson	Bracebridge	East Central
Uxbridge	Georgina	East Central
Vanier	Orleans	East Central
Vankleek Hill	Hawkesbury	East Central
Warkworth	Cobourg	East Central
Warminster	Bracebridge	East Central
Washago	Bracebridge	East Central
Waubashene	Bracebridge	East Central
Wendover	Hawkesbury	East Central
West Guilford	Haliburton	East Central
Whitchurch-Stouffville	Georgina	East Central
Wilberforce	Haliburton	East Central
Williamsburg	Cornwall	East Central
Williamstown	Cornwall	East Central
Wilno	Haliburton	East Central
Winchester	Cornwall	East Central
Windermere	Bracebridge	East Central
Woodington	Bracebridge	East Central
Zephyr	Georgina	East Central
Alban	St. Charles	Northeast
Algoma Mills	Mississauga First Nation	Northeast
Allan	Gore Bay	Northeast
Archipelago	Parry Sound	Northeast
Armstrong	Earlton	Northeast
Astorville	Astorville	Northeast
Attawapiskat First Nation	Attawapiskat First Nation	Northeast
Azilda	Sudbury	Northeast
Balsam Creed	North Bay	Northeast
Barber's Bay	South Porcupine	Northeast
Bear Island First Nation	Temagami	Northeast
Beaver Lake	Espanola	Northeast
Billings	M'Chigeeng First Nation	Northeast
Birch Island	Espanola	Northeast
Black River	Matheson	Northeast
Blind River	Mississauga First Nation	Northeast
Bonfield	Bonfield	Northeast
Britt	Parry Sound	Northeast
Bruce Mines	Thessalon	Northeast
Brunswick House First Nation	Chapleau	Northeast
Byng Inlet First Nation	Parry Sound	Northeast
Cache Bay	Sturgeon Falls	Northeast
Callander	Astorville	Northeast
Campbell	Gore Bay	Northeast
Capreol	Sudbury	Northeast
Carling	Parry Sound	Northeast

Community Name	Online Learning Centre Serving the Community	Region
Chalk River	Mattawa	Northeast
Chapleau	Chapleau	Northeast
Chapleau Cree First Nation	Chapleau	Northeast
Chaput Hughes	Kirkland Lake	Northeast
Chelmsford	Sudbury	Northeast
Chisholm Township	Astorville	Northeast
Cobalt	Haileybury	Northeast
Cochrane	Cochrane	Northeast
Coniston	Sudbury	Northeast
Connaught	South Porcupine	Northeast
Constance Lake First Nation	Constance Lake First Nation	Northeast
Corbeil	Astorville	Northeast
Crystal Falls	Sturgeon Falls	Northeast
Cutler	Serpent River First Nation	Northeast
Dane	Kirkland Lake	Northeast
Deep River	Mattawa	Northeast
Desbarat	Thessalon	Northeast
Deux Rivieres	Mattawa	Northeast
Dobie	Kirkland Lake	Northeast
Dokis First Nation	Dokis First Nation	Northeast
Dowling	Sudbury	Northeast
Dunchurch	Parry Sound	Northeast
Dymond	Haileybury	Northeast
Earlton	Earlton	Northeast
East Ferris	Astorville	Northeast
Echo Bay	Sault Ste. Marie	Northeast
Eldee	North Bay	Northeast
Elk Lake	Englehart	Northeast
Elliot Lake	Elliot Lake	Northeast
Englehart	Englehart	Northeast
Espanola	Espanola	Northeast
Estaire	Sudbury	Northeast
Falconbridge	Sudbury	Northeast
Fauquier	Kapuskasing	Northeast
Field	Sturgeon Falls	Northeast
French River	Parry Sound	Northeast
Garden River First Nation	Sault Ste. Marie	Northeast
Garden Village	Nipissing First Nation	Northeast
Garson	Sudbury	Northeast
Gogama	Gogama	Northeast
Gordon Mills	Gore Bay	Northeast
Gore Bay	Gore Bay	Northeast
Goulais River	Sault Ste. Marie	Northeast
Gros Cap	Sault Ste. Marie	Northeast
Haileybury	Haileybury	Northeast

Community Name	Online Learning Centre Serving the Community	Region
Hanmer	Sudbury	Northeast
Harty	Kapuskasing	Northeast
Hearst	Hearst	Northeast
Henvey Inlet First Nation	Parry Sound	Northeast
Heyden	Sault Ste. Marie	Northeast
Hilton	Thessalon	Northeast
Hilton Beach	Thessalon	Northeast
Hoyle	South Porcupine	Northeast
Iron Bridge	Thessalon First Nation	Northeast
Iroquois Falls	Iroquois Falls	Northeast
Jocelyn	Thessalon	Northeast
Kagawong	M'Chigeeng First Nation	Northeast
Kamiskotia	South Porcupine	Northeast
Kapuskasing	Kapuskasing	Northeast
Kearns	Kirkland Lake	Northeast
Kenogami	Kirkland Lake	Northeast
Killarney	Sudbury	Northeast
King Kirkland	Kirkland Lake	Northeast
Kirkland Lake	Kirkland Lake	Northeast
Kitigan	Kapuskasing	Northeast
Laird	Sault Ste. Marie	Northeast
Lake Helen Reserve	Red Rock Indian Band	Northeast
Larder Lake	Kirkland Lake	Northeast
Latchford	Haileybury	Northeast
Lavigne	Sturgeon Falls	Northeast
Levack	Sudbury	Northeast
Little Current	M'Chigeeng First Nation	Northeast
Lively	Sudbury	Northeast
Lowthe	Hearst	Northeast
Magnetewan	South River	Northeast
Magnetewan First Nation	South River	Northeast
Manitowaning	Wikwemikong First Nation	Northeast
Markstay	Sudbury	Northeast
Massey	Massey	Northeast
Matachawan Township	Kirkland Lake	Northeast
Matachewan First Nation	Kirkland Lake	Northeast
Matheson	Matheson	Northeast
Mattawa	Mattawa	Northeast
Mattice	Hearst	Northeast
McDougall	Parry Sound	Northeast
McGarry	Kirkland Lake	Northeast
M'Chigeeng First Nation	M'Chigeeng First Nation	Northeast
McKellar	Parry Sound	Northeast
McKerrow	Espanola	Northeast
Mindemoya	M'Chigeeng First Nation	Northeast

Community Name	Online Learning Centre Serving the Community	Region
Minett	Parry Sound	Northeast
Mississauga First Nation	Mississauga First Nation	Northeast
Monteith	Iroquois Falls	Northeast
Moonbeam	Kapuskasing	Northeast
Moose Deer Point	Parry Sound	Northeast
Moose Factory First Nation	Moose Factory First Nation	Northeast
Moosonee	Moosonee	Northeast
Nairn Centre	Espanola	Northeast
Naughton	Sudbury	Northeast
Nesterville	Thessalon First Nation	Northeast
New Liskeard	Haileybury	Northeast
Nighthawk	South Porcupine	Northeast
Nipissing First Nation	Nipissing First Nation	Northeast
Noëlville	St. Charles	Northeast
North Bay	North Bay	Northeast
Onaping	Sudbury	Northeast
Opasatika	Kapuskasing	Northeast
Parry Sound	Parry Sound	Northeast
Pembroke	Mattawa	Northeast
Petawawa	Mattawa	Northeast
Point au Baril	Parry Sound	Northeast
Porcupine	South Porcupine	Northeast
Powassan	Astorville	Northeast
Providence Bay	M'Chigeeng First Nation	Northeast
Ramore	Matheson	Northeast
Raymond	Parry Sound	Northeast
Redbridge	North Bay	Northeast
Richards Landing	Thessalon	Northeast
River Valley	Sturgeon Falls	Northeast
Rolphton	Mattawa	Northeast
Rutherglen	Mattawa	Northeast
Sagamok First Nation	Massey	Northeast
Sandfield	Wikwemikong First Nation	Northeast
Sault Ste. Marie	Sault Ste. Marie	Northeast
Schumacher	South Porcupine	Northeast
Searchmount	Sault Ste. Marie	Northeast
Sequin	Parry Sound	Northeast
Serpent River First Nation	Serpent River First Nation	Northeast
Sesekinka	Kirkland Lake	Northeast
Shawanaga First Nation	Parry Sound	Northeast
Sheguiandah First Nation	Wikwemikong First Nation	Northeast
Sherwood	Thessalon First Nation	Northeast
Smooth Rock Falls	Smooth Rock Falls	Northeast
South Bay Mouth	Wikwemikong First Nation	Northeast
South Porcupine	South Porcupine	Northeast

Community Name	Online Learning Centre Serving the Community	Region
South River	South River	Northeast
Spanish	Serpent River First Nation	Northeast
Spragge	Serpent River First Nation	Northeast
St. Charles	St. Charles	Northeast
St. Joseph	Sault Ste. Marie	Northeast
Stonecliffe	Mattawa	Northeast
Sturgeon Falls	Sturgeon Falls	Northeast
Sucker Creek First Nation	Wikwemikong First Nation	Northeast
Sudbury	Sudbury	Northeast
Sundridge	South River	Northeast
Swastika	Kirkland Lake	Northeast
Tarzwell	Kirkland Lake	Northeast
Tehkummah	Wikwemikong First Nation	Northeast
Temagami	Temagami	Northeast
Temiskaming Shore	Haileybury	Northeast
Thessalon	Thessalon First Nation	Northeast
Thessalon First Nation	Thessalon First Nation	Northeast
Thorne	North Bay	Northeast
Timmins	South Porcupine	Northeast
Trout Creek	South River	Northeast
Val Caron	Sudbury	Northeast
Val Gagne	Iroquois Falls	Northeast
Val Rita	Kapuskasing	Northeast
Verner	Sturgeon Falls	Northeast
Viriginiatown	Kirkland Lake	Northeast
Wahgoshig First Nation	Wahgoshig First Nation	Northeast
Walford	Massey	Northeast
Warren	Sturgeon Falls	Northeast
Wasauksing First Nation	Wasauksing First Nation	Northeast
Webbwood	Espanola	Northeast
West Bay	M'Chigeeng First Nation	Northeast
Whitefish	Sudbury	Northeast
Whitefish Falls	Espanola	Northeast
Whitestone	Parry Sound	Northeast
Wikwemikong First Nation	Wikwemikong First Nation	Northeast
Worthington	Espanola	Northeast
Wahnapiatae	Sudbury	Northeast
Atikokan	Atikokan	Northwest
Beardmore	Nipigon	Northwest
Big Grassy River First Nation	Big Grassy River First Nation	Northwest
Big Trout Lake First Nation	Big Trout Lake First Nation	Northwest
Dryden	Dryden	Northwest
Dubreuilville	Wawa	Northwest
Ear Falls	Red Lake	Northwest
Emo	Fort Frances	Northwest

Community Name	Online Learning Centre Serving the Community	Region
Fort Frances	Fort Frances	Northwest
Geraldton	Geraldton	Northwest
Ginoogaming First Nation	Ginoogaming First Nation	Northwest
Golden	Red Lake	Northwest
Hudson	Sioux Lookout	Northwest
Ignace	Ignace	Northwest
Kenora	Kenora	Northwest
Longlac	Longlac	Northwest
Manitouwadge	Manitouwadge	Northwest
Marathon	Marathon	Northwest
Nakina	Nakina	Northwest
Nipigon	Nipigon	Northwest
Nolalu	Thunder Bay	Northwest
North Caribou Lake First Nation	North Caribou Lake First Nation	Northwest
Pic Moberg First Nation	Pic Moberg First Nation	Northwest
Pic River First Nation	Pic River First Nation	Northwest
Pickle Lake	Pickle Lake	Northwest
Rainy River	Rainy River	Northwest
Red Lake	Red Lake	Northwest
Red Rock	Nipigon	Northwest
Rocky Bay First Nation	Longlac	Northwest
Sandy Lake First Nation	Sandy Lake First Nation	Northwest
Schreiber	Schreiber	Northwest
Sioux Lookout	Sioux Lookout	Northwest
Summer Beaver First Nation	Summer Beaver First Nation	Northwest
Terrace Bay	Terrace Bay	Northwest
Thunder Bay	Thunder Bay	Northwest
Wawa	Wawa	Northwest
White River	White River	Northwest
Wunnumun Lake First Nation	Wunnumun Lake First Nation	Northwest
Alisa Craig	Clinton	Southwestern
Allenford	Kincardine	Southwestern
Alliston	Shelburne	Southwestern
Alvinston	Wallaceburg	Southwestern
Amaranth	Shelburne	Southwestern
Amherstburg	Windsor	Southwestern
Ancaster	Six Nations of the Grand River Territory	Southwestern
Angus	Shelburne	Southwestern
Arthur	Shelburne	Southwestern
Aylmer	St. Thomas	Southwestern
Baden	Stratford	Southwestern
Bayfield	Clinton	Southwestern
Beachville	Stratford	Southwestern
Beamsville	St. Catharines	Southwestern
Beeton	Shelburne	Southwestern

Community Name	Online Learning Centre Serving the Community	Region
Belle River	Windsor	Southwestern
Belmont	St. Thomas	Southwestern
Blenheim	Wallaceburg	Southwestern
Blyth	Clinton	Southwestern
Bolton	Shelburne	Southwestern
Borden	Shelburne	Southwestern
Bright's Grove	Wallaceburg	Southwestern
Caledon	Shelburne	Southwestern
Caledonia	Six Nations of the Grand River Territory	Southwestern
Camlachie	Wallaceburg	Southwestern
Carluke	Six Nations of the Grand River Territory	Southwestern
Cayuga	Mississauga of the New Credit First Nation	Southwestern
Cedar Springs	Wallaceburg	Southwestern
Centralia	Clinton	Southwestern
Charing Cross	Wallaceburg	Southwestern
Chatham	Wallaceburg	Southwestern
Chatsworth	Kincardine	Southwestern
Chepstow	Kincardine	Southwestern
Chesley	Kincardine	Southwestern
Chippewas of the Thames First Nation	St. Thomas	Southwestern
Clifford	Kincardine	Southwestern
Clinton	Clinton	Southwestern
Colchester	Windsor	Southwestern
Collingwood	Shelburne	Southwestern
Comber	Wallaceburg	Southwestern
Coruna	Wallaceburg	Southwestern
Cottam	Windsor	Southwestern
Courtright	Wallaceburg	Southwestern
Crediton	Clinton	Southwestern
Creemore	Shelburne	Southwestern
Crystal Beach	St. Catharines	Southwestern
Dashwood	Clinton	Southwestern
Delhi	St. Thomas	Southwestern
Dorchester	St. Thomas	Southwestern
Dover Centre	Wallaceburg	Southwestern
Dresden	Wallaceburg	Southwestern
Duart	Wallaceburg	Southwestern
Dundalk	Shelburne	Southwestern
Dundas	Six Nations of the Grand River Territory	Southwestern
Dunnville	Mississauga of the New Credit First Nation	Southwestern
Durham	Kincardine	Southwestern
Dutton	St. Thomas	Southwestern
East Garafraxa	Shelburne	Southwestern
Eden	St. Thomas	Southwestern
Elmira	Stratford	Southwestern

Community Name	Online Learning Centre Serving the Community	Region
Elmwood	Kincardine	Southwestern
Embro	Stratford	Southwestern
Erin	Shelburne	Southwestern
Essex	Windsor	Southwestern
Everett	Shelburne	Southwestern
Exeter	Clinton	Southwestern
Fergus	Shelburne	Southwestern
Fingal	St. Thomas	Southwestern
Flesherton	Shelburne	Southwestern
Florence	Wallaceburg	Southwestern
Forest	Wallaceburg	Southwestern
Fort Erie	St. Catharines	Southwestern
Georgetown	Shelburne	Southwestern
Glanworth	St. Thomas	Southwestern
Glencoe	St. Thomas	Southwestern
Goderich	Clinton	Southwestern
Grand Bend	Wallaceburg	Southwestern
Grand Pointe	Wallaceburg	Southwestern
Grand Valley	Shelburne	Southwestern
Grimsby	St. Catharines	Southwestern
Hanover	Kincardine	Southwestern
Harrow	Windsor	Southwestern
Hensall	Clinton	Southwestern
Hepworth	Kincardine	Southwestern
Hornings Mills	Shelburne	Southwestern
Huron Park	Clinton	Southwestern
Ingersoll	St. Thomas	Southwestern
Iona Station	St. Thomas	Southwestern
Jarvis	Mississauga of the New Credit First Nation	Southwestern
Jerseyville	Six Nations of the Grand River Territory	Southwestern
Kent Bridge	Wallaceburg	Southwestern
Kincardine	Kincardine	Southwestern
Kingsville	Windsor	Southwestern
Lakeshore	Windsor	Southwestern
Lambeth	St. Thomas	Southwestern
LaSalle	Windsor	Southwestern
Leamington	Windsor	Southwestern
Lighthouse Cove	Wallaceburg	Southwestern
Lincoln	St. Catharines	Southwestern
Lions Head	Kincardine	Southwestern
Listowel	Stratford	Southwestern
Lucan	Clinton	Southwestern
Lucknow	Clinton	Southwestern
Mansfield	Shelburne	Southwestern
Markdale	Shelburne	Southwestern



Community Name	Online Learning Centre Serving the Community	Region
Marsville	Shelburne	Southwestern
Merlin	Wallaceburg	Southwestern
Mississauga of the New Credit First Nation	Mississauga of the New Credit First Nation	Southwestern
Mitchell	Stratford	Southwestern
Mitchell's Bay	Wallaceburg	Southwestern
Mono	Shelburne	Southwestern
Mooretown	Wallaceburg	Southwestern
Mount Brydges	St. Thomas	Southwestern
Mount Carmel	Six Nations of the Grand River Territory	Southwestern
Mount Forest	Shelburne	Southwestern
Munsee-Delaware First Nation	St. Thomas	Southwestern
Naticoke	Mississauga of the New Credit First Nation	Southwestern
New Hamburg	Stratford	Southwestern
Niagara Falls	St. Catharines	Southwestern
Niagara on the Lake	St. Catharines	Southwestern
North Bruce	Kincardine	Southwestern
Ohsweken	Six Nations of the Grand River Territory	Southwestern
Oneida of the Thames First Nation	St. Thomas	Southwestern
Orangeville	Shelburne	Southwestern
Owen Sound	Kincardine	Southwestern
Pain Court	Wallaceburg	Southwestern
Paisley	Kincardine	Southwestern
Park Hill	Clinton	Southwestern
Pelham	St. Catharines	Southwestern
Petrolia	Wallaceburg	Southwestern
Pine River	Kincardine	Southwestern
Point Edward	Wallaceburg	Southwestern
Port Bruce	St. Thomas	Southwestern
Port Burwell	St. Thomas	Southwestern
Port Colborne	St. Catharines	Southwestern
Port Dover	Mississauga of the New Credit First Nation	Southwestern
Port Elgin	Kincardine	Southwestern
Port Lambton	Wallaceburg	Southwestern
Port Stanley	St. Thomas	Southwestern
Ridgetown	Wallaceburg	Southwestern
Ripley	Kincardine	Southwestern
River Canard	Windsor	Southwestern
Rodney	St. Thomas	Southwestern
Rosemont	Shelburne	Southwestern
Sarnia	Wallaceburg	Southwestern
Sauble Beach	Kincardine	Southwestern
Saugeen First Nation	Kincardine	Southwestern
Seaforth	Clinton	Southwestern
Sebringville	Stratford	Southwestern
Shakespeare	Stratford	Southwestern

Community Name	Online Learning Centre Serving the Community	Region
Shedden	St. Thomas	Southwestern
Shelburne	Shelburne	Southwestern
Simcoe	Mississauga of the New Credit First Nation	Southwestern
Six Nations of the Grand River Territory	Six Nations of the Grand River Territory	Southwestern
Sombra	Wallaceburg	Southwestern
South Hampton	Shelburne	Southwestern
Southampton	Kincardine	Southwestern
Sparta	St. Thomas	Southwestern
Springfield	St. Thomas	Southwestern
St. Catharines	St. Catharines	Southwestern
St. Jacobs	Stratford	Southwestern
St. Marys	Stratford	Southwestern
St. Thomas	St. Thomas	Southwestern
Stayner	Shelburne	Southwestern
Stoney Creek	St. Catharines	Southwestern
Stoney Point	Windsor	Southwestern
Stratfordville	St. Thomas	Southwestern
Stratford	Stratford	Southwestern
Strathroy	St. Thomas	Southwestern
Tara	Kincardine	Southwestern
Tavistock	Stratford	Southwestern
Tecumseh	Windsor	Southwestern
Thamesville	Wallaceburg	Southwestern
Theford	Wallaceburg	Southwestern
Thorold	St. Catharines	Southwestern
Tilbury	Wallaceburg	Southwestern
Tillsonburg	St. Thomas	Southwestern
Tiverton	Kincardine	Southwestern
Tottenham	Shelburne	Southwestern
Townsend	Mississauga of the New Credit First Nation	Southwestern
Tupperville	Wallaceburg	Southwestern
Vienna	St. Thomas	Southwestern
Wainfleet	St. Catharines	Southwestern
Walkerton	Kincardine	Southwestern
Wallaceburg	Wallaceburg	Southwestern
Walpole Island First Nation	Wallaceburg	Southwestern
Wardsville	St. Thomas	Southwestern
Wasaga Beach	Shelburne	Southwestern
Waterford	Mississauga of the New Credit First Nation	Southwestern
Watford	Wallaceburg	Southwestern
Welland	St. Catharines	Southwestern
Wellesley	Stratford	Southwestern
West Lincoln	St. Catharines	Southwestern
West Lorne	St. Thomas	Southwestern
Wheatley	Wallaceburg	Southwestern

Community Name	Online Learning Centre Serving the Community	Region
Warton	Kincardine	Southwestern
Windsor	Windsor	Southwestern
Wingham	Clinton	Southwestern
Woodstock	Stratford	Southwestern
Wyoming	Wallaceburg	Southwestern
Zurich	Clinton	Southwestern

**Total Communities Served: 633**

## **Appendix 6 – List of 311 Online Learning Centres and Access Points**

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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 8 services to Ontarians:

- Use computers equipped with Internet access to connect to classes and complete class work
- 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 8 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 8 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 195 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 Moberg 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 116 Communities with 195 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