

**Business Plan**

<b>Program</b>	Literacy and Basic Skills – Support Organization – E-Channel	<b>Status</b>	Submitted
<b>Effective Date</b>	01/04/2020	<b>End Date</b>	31/03/2021
<b>TP Accountability Office</b>	Thunder Bay	<b>Employment Training Consultant</b>	Margaret Toppin
<b>Due Date</b>	03/01/2020	<b>Closure Reason</b>	

**Service Delivery Site Profile**

<b>Site</b>	<a href="#">4772A</a>	<b>Site Business Name</b>	Contact North/Contact Nord
<b>Service Provider</b>	<a href="#">CONTACT NORTH</a>	<b>EO Self Service Notification Email</b>	
<b>Preferred Language</b>	English	<b>Designated Francophone</b>	No

**Instructions**

Please complete and submit this business plan by 11:59 p.m. on January 3, 2020.

The business planning process allows for a dialogue between the ministry and support organizations which covers:

- How support organizations plan to achieve their performance commitments within their allocation for the upcoming fiscal year;
- How emerging local and/or regional labour market conditions may impact demand for service, client outcomes and service delivery priorities; and
- How continuous improvement strategies are developed and tracked.

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

1. Program guidelines available on the [Employment Ontario Partners' Gateway](#).
2. Your current Ontario Transfer Payment Agreement(s) (OTPA) for this site is available in Employment Ontario Information System - Service Provider Connect (EOIS-SP Connect).
3. Year-To-Date (YTD) activity and financial reports submitted via EOIS-SP Connect.
4. Other performance reports available at [EOIS-CaMS](#) Reporting.

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

- Log into [myEOIS](#);
- Under the Resource menu, select Guides; and
- Under the Guides menu, select SP Connect.

A business plan must be completed for each support organization.

**Note:** As a best practice, it is recommended that you save your work frequently. This will ensure your information is not lost if you are timed out of the system. Users are also cautioned against using two different browsers (e.g., Internet Explorer and Google Chrome) while entering data in SP Connect because that can also cause the system to not function properly. Please use Internet Explorer to complete your business plans. We apologize for any inconvenience this may cause and thank you for your continued patience.

## Languages of Service

1. Please indicate in which language(s) this organization offers services: \*

English    French    Bilingual - English/French    American Sign Language    Other

If other, please specify.

## Hours of Operation

2a. Does this organization operate outside a Monday-Friday, 9 a.m. - 5 p.m. timeframe? \*

Yes    No

Please populate the table below with the hours of operation beginning April 1<sup>st</sup> for this organization.

To indicate days this site is closed, please leave the time field blank.

-->Day	Time Open	Time Closed
Sunday	--	--
Monday	7:30	22:30
Tuesday	7:30	22:30
Wednesday	7:30	22:30
Thursday	7:30	22:30
Friday	7:30	22:30
Saturday	--	--

**2b.** Please provide any additional information about your hours of operation below, where applicable.

Contact North | Contact Nord Technical Support Hotline is staffed Monday – Friday from 7:30 a.m. – 10:30 p.m. ET. Contact North | Contact Nord client services are available Monday – Friday from 8:00 a.m. – 5:00 p.m. ET from the first business day following Labour Day through to the first business day following Canada Day, when client services are available Monday – Friday from 8:30 a.m. to 4:30 p.m. ET.

**Outreach**

**3.** Summarize this organization's outreach priorities for the upcoming fiscal year based on the emerging local market conditions identified in your Literacy Service Plan(s) (if applicable). \*

Contact North | Contact Nord's outreach priorities are Ontario Works and Employment Ontario Employment Services agencies, LBS Support Organizations and LBS service delivery providers.

**Services**

**4.** Who are the organization's key community partners? \*

Contact North | Contact Nord's key partners include e-Channel service delivery organizations, LBS Support Organizations and local Employment Ontario (EO) Employment Services (ES) and Ontario Works (OW) offices across the province. As part of CN | CN's broader mandate to support

local access to education and training, it also partners with Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, and 50 skills development training providers, partners with 114 local community organizations who host its online learning centres, and liaises with 4,282 local organizations through Ontario to support its clients.

**5.** How will this organization enhance service coordination within and outside of the EO network in the upcoming fiscal year? \*

Contact North | Contact Nord plans to maintain and enhance partnerships with local EO ES and OW providers serving the ministry's Northern, Eastern, Central and Western Regions to coordinate referrals and supports. Contact North | Contact Nord plans to continue to work within the networks of LBS Support Organizations to further coordinate service delivery.

**6.** How does this organization use service provider feedback to improve its supports? \*

Contact North | Contact Nord maintains ongoing communications with supported service providers to identify potential areas where it can provide additional or improved support services, implements changes consistent with its LBS Support Organization role and within its financial resources, and responds daily to support requests. The results of Contact North | Contact Nord's evaluative performance measures informs the process for continuous improvement of its support services.

## Organizational Capacity

**7.** Based on the analysis of this organization's YTD results, which organizational capacity dimension would you consider to be a strength? \*

Planning  Measuring  Resourcing  Communicating

**8.** Please describe the activities this organization undertook to contribute to this strength, and how it will continue to be maintained. \*

Contact North | Contact Nord planned the deployment of its local staff to initiate and develop partnerships and referral protocols with Ontario Works and Employment Ontario Employment Services agencies provincially through the six Contact North | Contact Nord regional teams serving Ontario. Upon developing partnering and referral relationships with these organizations, teams planned and completed regular follow up meetings with Ontario Works clients, and others referred by Employment Services to identify education and training options to prepare clients for employment and to assist those ready to register in their chosen educational programs/courses.

**9.** Based on the analysis of this organization's YTD results, which organizational capacity would you consider to be an area for development? \*

Planning  Measuring  Resourcing  Communicating

**10a.** Please describe this organization's plan to improve the identified key area for development in the upcoming fiscal year improvement. \*

Contact North | Contact Nord plans to modify its data collection and reporting tools to provide consistent statistical reporting of its provincial activities.

**10b.** What is the mid-year milestone for achieving this improvement? \*

The report of statistical performance measures for deliverables in the 2020-21 Interim Report.

### ASL Interpreter / Intervenor Funding

The request for ASL Interpreter / Intervenor funding is to be completed by all Deaf stream organizations requesting funding to pay for ASL interpreters, deaf-blind intervenors and note-taking services for deaf staff and managers in order to ensure success in meeting requirements and learner objectives in the upcoming fiscal year when attending and participating in events and activities such as:

- Literacy service planning meetings hosted by regional networks;
- Professional development workshops hosted by other LBS organizations;
- Ministry program visits to Deaf stream organizations; and
- Ministry-led initiatives.

Please note that the only expenses permitted for the ASL Interpreter / Intervenor funding will be for the procurement of third party professional interpreters, intervenors and note-takers specifically trained in providing this service to Deaf, deafened or hard-of-hearing individuals and their associated travel costs.

**Note:** Organizations cannot claim expenses if the interpreter, intervenor, or note-taker is an employee of the LBS Program, this cost would be considered part of the employee's regular salary.

11. Is this a Deaf stream support organization requesting ASL Interpreter / Intervenor funding? \*

Yes  No

If yes, please provide the amount of funding you are requesting for the upcoming fiscal year:

### Performance Commitments

The deliverables provided in this section of the business plan template will be used to populate Schedule "G" (Performance Commitments) of your agreement for the upcoming fiscal year.

Deliverables are the direct and immediate products of project or program activities. They are usually measured in terms of the work accomplished (e.g., number of workshops conducted, training materials distributed, etc.). Using the information provided below as a guide, please share the details of your organization's proposed deliverables for the upcoming fiscal year.

The four service categories that support organization activity falls within are:

1. Support seamless client pathways across EO and Ministry of Education (EDU), Ministry of Children, Community and Social Services (MCCSS) and non-EO programs.
2. Support quality delivery by providing resource development and support (including instructional content, mode of instruction, and assessment).
3. Support the improvement of service provider organizational capacity.
4. Support the collection and distribution of research findings and contribute regional, sector or stream perspective to LBS-related research projects.

**At least one proposed deliverable must fall under each of the four service categories.**

The business plan is not a comprehensive list of all activities undertaken by a support organization within the fiscal year. As such, if an activity has a concrete deliverable, such as a presentation or report, it should be included in the business plan. If there is not a concrete deliverable, then the costs associated with this activity are considered part of an organization's broader operating costs and should be spread among the total estimated costs for the deliverables in the business plan.

**The text you input in this section will appear in Schedule "G" of your agreement.**

Outcomes are the benefits or changes for service providers and learners that occur as a result of the project or program, and are tied to a specific deliverable. Outcomes are measurable and may relate to behavior, skills, knowledge, attitudes, values or other attributes. Outcomes are what participants now know, think or can do, how they behave or how attitudes have changed as a result of the product or service received. Outcomes should answer the question: "How is a service provider/learner better off after having received the service or product developed?"

A performance measure must be developed to evaluate how effective a deliverable has been in achieving its intended outcome. Developing a performance measure involves specifying one or more indicators for each outcome to serve as the evidence of whether a deliverable has achieved its outcome and how successful it has been.

To develop performance measures identify:

- a specific, observable and measurable characteristic or change that will represent the achievement of an outcome; and
- the specific statistic (i.e., number and percent attaining outcome) that will capture the level of achievement.

It is the expectation of the ministry that support organizations will plan to have deliverables beginning and ending each quarter. Progress on deliverables will be monitored throughout the fiscal year.

Maintaining and planning timelines is particularly important when collaborating as the lead organization will be responsible for notifying any partnering or supporting organizations of any delays.

**The Completion Date will appear in Schedule “G” of your agreement.**

The proposed deliverable cost is an estimate that includes all costs associated with completing the deliverable, including those associated with conducting the final evaluation outlined in the performance measure.

If any proposed deliverables are not approved by the ministry, support organizations will be given an opportunity to revise the cost of the approved deliverables to ensure that overhead costs are covered.

Each organization’s role should be discussed and clearly articulated before the business plan is completed. For deliverables with partnering organizations, please indicate the partner organization in either the Deliverable, Outcome or Performance Measure section of the table.

**Lead:** The lead organization will take primary responsibility for managing the work and directing the collaboration which will result in the outlining of performance measures, the completion of the deliverable, and the achievement and reporting of outcomes. They will also take the lead in communicating progress with partner organization to ensure that all timelines and commitments can be met. For deliverables that will be completed without input from other organizations, for identify your organization as the lead.

**Partner:** The partner organization will be responsible for collaborating constructively and completing all relevant activities in a timely manner to support the work being led by the lead organization. A partner organization will have its own deliverables, outcomes and performance measures tied to a particular project.

**Note:** It is a best practice for collaborating organizations to develop and sign a memorandum of understanding in advance of undertaking any collaborative projects. The memo may outline a number of things such as specific milestones of the project or dates for products to be shared for adaption.

Impact refers to the short, medium and long term positive effects service providers and learners experience as a result of the service or product received. Deliverables may produce impacts over more than one of the timeframes included in the business plan template. Please check the appropriate box to indicate the intended impact of the deliverable.

**Short term impact** refers to the initial or primary changes or learning that learners or service providers gain as a result of the service or materials received. This includes:

- Increased skills
- New knowledge or increased awareness of issues
- Changed motivations or attitudes

**Medium term impact** refers to the secondary effects that result from the changes in knowledge, skills or attitudes. These changes create a link between the short and long term outcomes and include:

- Changed practices
- Changed policies
- Changed decision-making processes

**Long term impact** refers to the potential for future impacts that extend beyond the actual lifetime of the project. These changes reflect the ultimate goals that the project or program aims to achieve, primarily significant and sustained positive improvements for service providers and learners. This includes:

- Changed human condition
- Changed economic condition

Support organization business priorities for the upcoming fiscal year are:

1. Strengthen learner pathways through learner-centered literacy planning and service coordination between LBS and the broader adult education system.
2. Support high quality delivery of workforce and workplace literacy.
3. Support high quality delivery to learners employed in or seeking to enter the skilled trades.
4. Support innovative approaches to digital literacy training.

The proposed deliverables must relate to at least one business priority.

**Instructions:** Please complete the table below for each proposed deliverable. Ensure that you identify a minimum of four deliverables (e.g., one per service category). Select the plus sign at the bottom of the table to add additional tables for each deliverable.

Please review all table inputs and selections for accuracy prior to submitting your business plan for approval.

Service Category		
Support seamless client pathways across Emplo		
<b>Deliverable</b>		



Serve 750 underserved or vulnerable Ontarians by: forming partnerships between Contact North | Contact Nord (CN | CN), OW and Employment Ontario Employment Services (ES) agencies in the four provincial administration regions serving their associated communities: recruiting, referring to education and training providers, and tracking registrations of 750 OW clients navigating pathways for OW clients requiring identification of suitable pre-employment training and education to CN| CN for education and training referral navigating pathways for OW clients not requiring employment training to the local ES provider reporting the outcomes

**Outcome**

Partnerships between the identified organizations will provide direct conduits for Ontarians moving from Ontario Works to employment readiness. Ontario Works clients will benefit from a supported pathway to necessary pre-employment education or training, and the Ontario Works, Employment Services and CN | CN partnerships developed will insure direct pathways are maintained in more remote, underserved areas of the province.

**Performance Measure**

750 underserved or vulnerable Ontarians supported by Contact North | Contact Nord 50 agreements with at least 5 agreements in each provincial administration region  
 education and training 750 clients registered in education and training

Start Date	Completion Date	Proposed Deliverable Cost
01/04/2020	31/03/2021	183813

**Role**

Lead

**Impact** **MTCU Business Priority**

Short

1

**Service Category**

Support quality delivery by providing resource de

**Deliverable**

CN | CN to test and pilot delivery mechanisms for learners in areas lacking adequate/ consistent Internet access

**Outcome**

Recommendations developed as a result of the pilot will be applied to currently underserved communities

<b>Performance Measure</b>
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Test results will be reported for specific infrastructure challenges, reliance on: Satellite Internet, dial-up or no Internet (audio only access) local power generation only

Start Date	Completion Date	Proposed Deliverable Cost
01/04/2020	31/03/2021	129433

<b>Role</b>
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Lead
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<b>Impact</b>	<b>MTCU Business Priority</b>
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Medium	4
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<b>Service Category</b>
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Support the improvement of service provider org
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<b>Deliverable</b>
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Organize and host 2 face-to-face workshops with the 5 e-Channel service providers to facilitate e-Channel programming for digital literacy and workforce literacy development capacity- building from e-Channel workshops with professional development presentations. Partnering with CSC.

<b>Outcome</b>
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e-Channel providers benefit from consistent access to professional development that enhances their capacity to improve the user experience for online learners and enhance learner retention in their LBS programming. Delivery of professional development training on designing online learning for the best user experience, and on use of analytics for service providers to optimize learner retention will be provided.

<b>Performance Measure</b>
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90% of meeting participants feel knowledge gained from the professional development presentations will enhance their online service delivery capacity to re

Start Date	Completion Date	Proposed Deliverable Cost
01/04/2020	30/11/2020	103684

<b>Role</b>
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Lead		
<b>Impact</b>	<b>MTCU Business Priority</b>	
Medium	4	
<b>Service Category</b>		
Support the improvement of service provider org		
<b>Deliverable</b>		
Develop e-Channel blueprint for the 2021-2024 period with the 5 e-Channel service providers for their collective use in planning program content for: workforce development and shared LBS learners. Explore e-Channel workplace delivery options		
<b>Outcome</b>		
e-Channel Service Providers will identify any specific shared content development that they can undertake and will have a plan to guide their resource priorities for program development and delivery initiatives		
<b>Performance Measure</b>		
Blueprint report posted.		
<b>Start Date</b>	<b>Completion Date</b>	<b>Proposed Deliverable Cost</b>
01/05/2020	31/03/2021	84955
<b>Role</b>		
Lead		
<b>Impact</b>	<b>MTCU Business Priority</b>	
Medium	4	
<b>Service Category</b>		
Support the collection and distribution of research		
<b>Deliverable</b>		

Research best practices for creating performance measures for online programs

**Outcome**

e-Channel Service delivery organizations receive guidance to implement effective performance measures optimizing the application of their program data to planning for continuous improvement.

**Performance Measure**

Research report produced and circulated.

<b>Start Date</b>	<b>Completion Date</b>	<b>Proposed Deliverable Cost</b>
01/04/2020	31/03/2021	84273

**Role**

Lead

**Impact** **MTCU Business Priority**

Short

2