

# LOGIC MODEL

## 2. INPUTS

- \$9,751,469 annual investments by the Government of Ontario – Flat Budget
- An ongoing suite of free shared services provided by Contact North | Contact Nord 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
  - 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.
  - Free training on the effective use of the platforms reduces training costs for individual institutions.
  - 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.
- 245 Contact North | Contact Nord Staff in 6 regions – 165 part-time (on minimum wage) – 80 full-time across Ontario
- 116 online learning centres operated by Contact North | Contact Nord across Ontario as a three-way partnership with the community contributing the space, Contact North | Contact Nord contributing the staff, the technology and equipment, and the Government of Ontario contributing the funding, 27 of them in Indigenous communities
- Liaison with 4,282 local organizations across Ontario
- Advise government on the role of online learning as a cost-effective means to provide underserved Ontarians equitable access to education and training for jobs
- Contributes online learning expertise to external stakeholders

## 3. ACTIVITIES

- 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.
- Collaboration with local Ontario Works and local Employment Ontario offices to refer clients who need education and training to get a job to Contact North | Contact Nord for support.
- High-touch support to students using their home computers to participate in courses delivered via Contact North | Contact Nord's web conferencing platform.
- Targeted recruitment campaigns for colleges and universities to generate registrations from Ontarians.
- Instructor orientation and training programs, in English and French, for users of Contact North | Contact Nord's videoconferencing and web conferencing platforms.
- Data collection related to registrations generated, produce semester-based and academic year reports and key performance data.
- 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.
- Portals, including [contactnorth.ca/contactnord.ca](http://contactnorth.ca/contactnord.ca), [studyonline.ca/etudiezenligne.ca](http://studyonline.ca/etudiezenligne.ca), [echannel.ca/apprentissageenligne.ca](http://echannel.ca/apprentissageenligne.ca), [eclasses.contactnorth.ca](http://eclasses.contactnorth.ca) (portal providing student access to web conferencing platform) and [e-channel.contactnorth.ca](http://e-channel.contactnorth.ca) (portal providing student access to e-Channel courses).

## 4. TARGET GROUPS

- Underserved Ontarians in 600 small, rural, remote, Indigenous and Francophone communities
- Special focus on serving 8 groups of underserved Ontarians:
  - Apprentices
  - People with disabilities
  - Employment Ontario clients (unemployed)
  - Francophones
  - Incarcerated
  - Indigenous
  - Newcomers and refugees
  - Ontario Works clients
- Faculty and instructors from Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 district school boards, 200 literacy and basic skills providers, and 50 skills development training providers
- 4,777 local and provincial organizations

## 1. SITUATION

- Ontarians in small, rural, remote, Indigenous and Francophone communities do not have ready access to a college or a university to get a degree, diploma or certificate, upgrade their skills leading to jobs.
- Ontarians in these small, rural and remote communities have to relocate to pursue their education and incur related costs including travel, accommodation, meal, and other costs of attending on-campus.
- They can no longer contribute economically and socially to the communities they have left.
- Ontarians in these districts have lower levels of education and training than the provincial average.
- These districts and counties have higher unemployment rates than the provincial average.
- The small, rural, remote, Indigenous and Francophone communities request education and training leading to jobs services to address specific local challenges, such as a major employer shutting down or new employment opportunities opening up.
- 4 million Ontarians live in rural communities.



## 5. OUTPUTS

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

## 6. OPERATIONAL CHALLENGES

- Renewal of Technology Infrastructure now reaching end-of-life  
Technology infrastructure – servers, workstations, distance delivery platforms, routers, switches and other equipment – has a maximum five-year life cycle.
- Staff Training and Development  
245 staff spread out in its 6 regions across the province and its operations centres in Sudbury and Thunder Bay.  
100 staff recruitment campaigns and high turnover due to:
  - Highly qualified staff who leave Contact North | Contact Nord for other opportunities within the community;
  - Many of these staff members are in part-time positions, paying minimum wage, with fluctuating hours depending on demand for services at the online learning centres.
- Broadband Internet Connectivity  
Access to broadband Internet continues to be a challenge in the small and remote communities, particularly Far North and Indigenous, we serve.

## 7. RISKS

- The January 17, 2019 announcement of a 10% cut to college and university tuition results 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.
- 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.
- Necessity to scale back its services to underserved Ontarians in small, rural, remote, Indigenous and Francophone communities to work within the approved budget due to significant cut to Contact North | Contact Nord's annual operating funding from the Ministry of Training, Colleges and Universities.
- Challenged to recruit qualified staff, particularly Online Learning Recruitment Officers and Student Recruitment & Services Representatives who are critical to providing the local, high-touch services to Ontarians.
- Increase the overall demand for local access to education and training due to potential economic slowdown in Ontario.
- Capacity to support the workers to retrain for new jobs is overwhelmed by unforeseen closures of major employers in the small communities.
- Prolonged downtime due to events beyond control, such as power and Internet breakdown due to lack of full redundancy for Contact North | Contact Nord's IT infrastructure.

## 8. OPPORTUNITIES

- Support more students using Contact North | Contact Nord services as a result of 10% cut in college and university tuition.
- Scale up and support a lot more clients of Ontario Works and Employment Ontario to access the education and training they need to get a job and exit provincial support systems.
- New platforms, such as an exam proctoring solution and student collaboration solution.
- 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.