

From Local Innovation to Global Excellence:

Proposal for a French-Language University in Ontario

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Introduction

This document supplements the Report of the French–Language University Planning Board entitled From Local Innovation to Global Excellence: Proposal for a French–Language University in Ontario (June 30, 2017).

It contains the supporting documents for each of the appendices C to F of the report:

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APPENDIX C: Proposals from the Existing Network of French-language and Bilingual Postsecondary Institutions Regarding Governance, Affiliations and Collaborations and from other Mentoring and Ontario Universities

In light of its mandate, the Planning Board individually invited each of the universities in the existing network of Ontario French-language and bilingual universities, as well as the two French-language colleges, to express their intentions towards ways they could collaborate and participate in addressing some or all of the key elements of the Board's mandate.

The following is a list of the written exchanges for each institution and copies of their individual proposals are reproduced below.

Network of Ontario French-language and Bilingual Postsecondary Institutions

1. Université de Hearst
 - Letters of support and interest to collaborate with the French-language University (ULF) relative to governance by and for Francophones, expertise in innovative program delivery and academic programs dated March 14, 2017 and June 5, 2017
2. Saint-Paul University
 - Letter of interest to collaborate with the ULF on governance by and for Francophones and academic program offerings dated March 23, 2017
3. Dominican University College
 - Letter of interest to collaborate with the ULF on academic program offerings dated May 26, 2017
4. University of Sudbury
 - Letter of interest to collaborate with the ULF on academic program offerings dated May 16, 2017 and on governance by and for Francophones dated June 20, 2017
5. Laurentian University and University of Ottawa
 - A joint proposal sent on March 20, 2017 on governance and academic program collaborations.
6. University of Ottawa
 - Letter of intent towards exploring a number of academic and non-academic collaborations and offer of mentorship during the implementation phase of the new ULF dated June 26, 2017
7. York University - Glendon College
 - Initial proposal on location and governance sent on February 3, 2017 followed by supplementary document on expected costs related to hosting Collège Boréal and the ULF on March 23, 2017.
 - Follow-up letter of intent towards academic collaborations with the ULF dated June 30, 2017.
8. Collège Boréal
 - Initial proposal made to the Board on March 22, 2017 with the submission of a Brief dated May 10, 2017, followed by numerous meetings and exchanges between Board members and staff and Boréal's counterparts. For the sake of brevity, only the letter dated July 20, 2017 and signed by the President is reproduced in this document..
9. La Cité
 - Letter of intent towards collaboration on a joint academic initiative dated May 31, 2017.

In addition, upon request from the Planning Board, **other Ontario/Québec universities** have agreed to act as mentors to the new ULF during its implementation phase either on a general or issue-specific basis.

10. Ryerson University

- Letter of intent towards acting as a main mentor to ULF during its implementation phase as well as initiating academic collaborations with the ULF relative to its French-language certificate of proficiency program (through Letters of permission or LOPs) and shared research interests dated June 15, 2017

11. University of Guelph - Humber

- Joint letter of intent to act as issue-specific mentors, namely for joint university-college partnerships dated June 20, 2017

12. Université Laval

- Letter of intent to assist in areas of governance, multimodal and innovative learning and to collaborate in areas of academic programs, research and student/faculty mobility dated June 20, 2017

Other Ontario universities which have agreed to explore collaborations with the ULF:

13. OCAD University

- Letter of interest to explore academic collaborations (for example in the ULF's niche program areas of Urban Environments and Digital Cultures, as well as the Linguistic portfolio / Certificate of linguistic competence program through Letters of Permission) dated June 28, 2017.

14. University of Toronto's Faculty of Arts and Science

- Letter of interest to continue discussion on an academic collaboration in the Linguistic portfolio / Certificate of linguistic competence program of the ULF dated June 23, 2017.

15. Brock University

- Letter of interest to explore academic collaboration in the area of experiential education and co-op programming dated June 23, 2017.



Hearst • Kapuskasing • Timmins

March 14, 2017

SUBJECT: Possibilities of collaboration of Université de Hearst in the French-language university project

Dyane Adam
Chair
French-language University Planning Board
Ministry of Advanced Education
and Skills Development (MAESD)
2 Carlton St., Suite 1310
Toronto, ON M5B 1J3

Dear Ms. Adam,

We first wish to thank you for the meeting of Monday, March 6, attended by you and Laurence Péchère of the MAESD and, from Université de Hearst, the Chair of the Board of Governors, Guy Rheault, the Chair of the Senate, Luc Bussières, and two members of the administration, Sophie Dallaire, Rector, and Marc Bédard, Vice-Rector. This was a very inspiring discussion, which rekindled in us the flame of a potential collaboration between our institution and that Central-Southwestern Ontario. We therefore wish to inform you of our intentions for collaboration with this entity, for which you are mandated to provide for opportunities for affiliation, governance models and program collaborations.

In general, Université de Hearst is delighted that the Province and the MAESD recognize the importance of the development of the postsecondary space in French in Central-Southwestern Ontario. While we have always argued that it is important for people in the North to have access to French-language university education, we are certainly among the first to recognize that Francophones elsewhere in the province should also have access. However, we would have preferred that the stakeholders, particularly Minister Lalonde at the time your appointment was announced, admit the existence of Université de Hearst by calling for the creation of “another” French-language university in Ontario instead of talking about the eventual creation “of a French-language university in Ontario”. To this effect, we would appreciate it – if you see the opportunity before the end of your mandate – to recall our existence in the course of the discussions you will have with the various stakeholders

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705-372-1781

KAPUSKASING
7 Aurora Avenue,
Kapuskasing, Ontario
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705-335-8561

TIMMINS
395 Thériault Boulevard
Unit 1
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P4N 0A8

705-267-2144

As was mentioned during our March 6 discussion, Université de Hearst sees the possibility of associating with two different projects, i.e. a new French-language university in Central-Southwestern Ontario, or a pan-Ontario French-language university that would have a campus in Central-Southwestern Ontario.

In the context of a project for a new French-language university in Central-Southwestern Ontario, collaboration between UdeH and this institution could materialize in the following forms, among others:


- sharing of expertise in offering services in a regional context;
- sharing of expertise in development of interdisciplinary programs in the humanities and social sciences, psychology and management/business administration;
- sharing of expertise concerning block delivery if this interests the Planning Board;
- sharing of faculty resources;
- transfer and mobility agreements;
- etc.

UdeH makes no claim, with its modest means and its limited range of programs, to be able to serve Francophones in Southern Ontario. However, if it were provided the means by the MAESD, which would recognize it as its partner of choice to become the pan-Ontario French-language university, it would be willing to erect its fourth campus in Central-Southwestern Ontario. This necessarily would suppose the obtaining of adequate funding and possibly the creation of Université de Hearst under legislation. In this new context, Université de Hearst could add programs to its offering – ideally on all of its campuses – in social work, education and science, particularly in health, to meet the demand both in the South and in the North.

As we also discussed during our meeting, Université de Hearst is still affiliated with Laurentian University. Attached you will find our constituting documents, particularly our charter of incorporation, our affiliation agreement with Laurentian University, the articles of the Corporation, the by-laws of the Corporation, the by-laws of the Board of Governors, the by-laws of the Academic Senate, and the ministerial consent for the name change. I also invite you to go to our institution's website at uhearst.ca, *UdeH en bref* tab, to learn the details of our governance, our [mission and history](#) and our [Foundation](#). You will also find information on the website regarding our course delivery mode and other pillars of our renewed offering.

In short, we acknowledge the importance of ensuring access to a French-language education for the province's Francophones, wherever they are. Regardless of the scenario you will choose for the creation of this institution in Central-Southwestern

Ontario, Université de Hearst undertakes to examine any request for concrete collaboration the Planning Board or the MAESD may wish to propose to it. Please be assured our team is willing to support you in this very important initiative for French Ontario.



Sincerely,
Sophie Dallaire
Acting Rector
Université de Hearst

eng. Constituting documents : **7**



Guy Rheault
Chair of the Board of Governors
Université de Hearst



Hearst • Kapuskasing • Timmins

395 Thériault Boulevard
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Timmins, Ontario
P4N 0A8

705-267-2144

June 5, 2017

RE: Université de Hearst's intention to collaborate in the French-language university (FLU) project

Dyane Adam
Chair
French-Language University Planning Board
Ministry of Advanced Education and Skills Development
(MAESD)
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

First, we would like to thank you for the meeting on Wednesday, May 24, attended once again by you as well as by Laurence Péchère from the MAESD, Guy Rheault, Chair of the Université de Hearst's Board of Governors, and senior management members Luc Bussièrès, Rector as of June 1, 2017, Sophie Dallaire, Interim Rector, and Marc Bédard, Vice Rector.

It was a highly inspiring conversation that crystallized our desire to work with your team to plan for affiliation opportunities, governance models and collaboration on programs for a future Ontario-wide French-language university with the priority to establish a campus in the central southwestern part of the province.

Overall, the Université de Hearst is pleased that the province and the MAESD recognize the importance of developing French language post-secondary space in Central-Southwestern Ontario. While we have been arguing for years that it is important for Northerners to have access to French-language university education, we are certainly of the opinion that Francophones elsewhere in the province should have access to it as well.

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TIMMINS

The Université de Hearst Board of Governors met after our discussion on May 24. As we expected, it *unanimously* welcomed the opportunity to contribute to the plan to develop an Ontario-wide French-language university that would, from the outset, have regional foundations in the North, the East and the CSW. Moreover, the Board believes that our institution has relevant expertise in a number of areas to contribute to such a project, namely:

- expertise in the offer of regional services
- expertise in the development of interdisciplinary programs in the humanities, social sciences, psychology and business management/administration
- expertise in intensive course offerings, if this is of interest to the Planning Board
- teaching resources
- transfer and mobility agreements, - etc.

As discussed on March 6, and May 24, the Université de Hearst does not claim to be in a position to serve Francophones in Southern Ontario on site, with our current financial resources and programs. If, however, as a select partner, we were given the means to do so by the MAESD, we would certainly be prepared to explore opportunities for affiliation and networking and to make the development of a campus in in Central-Southwestern Ontario a priority. This would assume the creation of the FLU under a law, adequate funding and, mostly likely, the disaffiliation of Université de Hearst from Laurentian University. In this new situation, we feel it would be appropriate for the FLU to eventually expand its line of programs in the North and the East.

You will find enclosed our governing documents, namely our corporate charter, our affiliation agreement with Laurentian University, the articles of incorporation, the corporate bylaws, the Board of Governors' bylaws, the Academic Senate's bylaws and the ministerial consent for the name change. I would also like to invite you to go to our website, uhearst.ca, to read, under the *UdeH en bref* tab, the details of our governance, our [mission and background](#) and our [Foundation](#). The site also provides information about our course delivery model and the other pillars of our renewed educational offer.

In short, we recognize the importance of providing access to an education in French for Francophones in the province where they live. The Université de Hearst hereby confirms our commitment to examining every

concrete collaboration request that the Planning Board or MAESD shares with us. Rest assured that our team is prepared to support you in this extremely important process for French Ontario.

Sincerely,



Luc Bussi res
Rector



Sophie Dallaire



Guy Rheault
Interim Rector
Chair of the Board of
Governors

encl. Governing documents: 7

Ottawa, March 23, 2017

Dyane Adam
Planning council for a French-language university
Ministry of Advanced Education and Skills Development
2 Carlton Street
13th floor, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

This letter is a follow-up to our meeting of March 8, 2017, where we discussed the Franco-Ontarian university and Saint Paul University's interest in taking an active part in this major project, which is so important for Ontario's Francophone community of today and tomorrow.

Saint Paul University foresees making a contribution by participating in two sectors. Firstly, by capitalizing on the success of its current offerings in Ottawa, the University would offer in Toronto the following four degree programs:

- the bachelor's degree in social innovation;
- the diploma of advanced studies in social enterprise startups;
- the bachelor's degree in social communication 2+2; and the master's degree in counselling and spirituality.

This would contribute to the program offerings in Toronto by capitalizing on the current experience and skills of SPU in Ottawa. If this proposal is of interest to you, we would like to discuss with your team the conditions and financial support that our participation would require, in particular, support for developing a recruiting plan and a communications campaign to launch this new initiative by SPU.

Secondly, building on SPU's current experience in developing its governance model, the University would like to participate actively in developing the main features of the governance plan for the Franco-Ontarian university. Our interest even extends to exploring the options for collaborative governance with the Franco-Ontarian university, a project that we feel would greatly benefit our two institutions in realizing our common objectives which include, but are not limited to, offering relevant and high-quality programs to the Franco-Ontarian community.

223 Main Street, Ottawa, ON K1S 1C4 Canada
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ustpaul.ca

Very truly yours,

La Rectrice



Chantal Beauvais

c.c. Laurence Péchère

COLLÈGE UNIVERSITAIRE DOMINICAIN
DOMINICAN UNIVERSITY COLLEGE

Ottawa, May 26, 2017

Re: Ontario Francophone university and Dominican University College

Dear Madam,

The quality of postsecondary education in French in Ontario and the accessibility of programs and courses at that level have been the core of the mission of Dominican University College (DUC) since it was awarded an Ontario university charter 50 years ago! The DUC has been a participant for several years in the CIJFO, which shares its goals.

Both the location and the needs of the Ontario Francophone community have changed greatly over the past thirty years. The university and the type of education it offers have also gone through many transformations. Against this social and political background, the idea of founding a Francophone Ontario university is very welcome. It will of course raise some serious questions about the future of the existing network. However, we at the DUC view such questions and the issues involved as an opportunity for innovation and inventiveness that will allow the mission to continue and reach people where they are..

We would be happy to consider agreements, commitments and partnerships with a new Ontario Francophone university in a form and at a pace still to be defined and imagined. Whatever fields you initially choose for the new university, we believe that the skills of the DUC professors in ethics, history of ideas and social, political and religious practices could offer food for thought and tools for action with the students enrolled in this new institution.

We look forward to continuing our discussions in the near future!



Sincerely,
Maxime Allard
President

96 Empress Avenue, Ottawa ON K1R 7G3 - 613 233-5696, info@collegedominicain.ca
www.dominicanu.ca/



UNIVERSITÉ
de SUDBURY
UNIVERSITY
of SUDBURY

Cabinet de la rectrice
Office of the President
presidentrectrice@usudbury.ca

May 16, 2017

Dyane Adam
Chair, French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Subject: Proposal for Collaboration

Dear Ms. Adam:

The purpose of this letter is to express the University of Sudbury's interest in participating in the French Language University project in Central-Southwestern Ontario.

Founded as Collège du Sacré-Coeur in 1913, it was the first, and for many years the only, institution of higher learning in Northern Ontario. In 1957, it changed its name to "University of Sudbury" and began to exercise its full teaching and degree-granting powers. It entered into the Laurentian Federation as a founding member in 1960, at which time it had to suspend its power to award diplomas, according to the federation agreement established with Laurentian University.

Specializing in the humanities, our institution has vast experience in providing high-quality university programs and services in French, and in establishing collaborations and partnerships with other post-secondary institutions and community organizations. In the purest of university traditions, ever since our very beginnings, our institution has offered philosophy and ethics programs, as well as religious studies. We offer a program in journalistic studies, as well as a program in folklore and ethnology – the first undergraduate program in French of its kind in Canada. It focuses, of course, on studies relating to Franco-Ontarian heritage.

I would also like to draw your attention to the fact that the University of Sudbury has one of the oldest Indigenous Studies departments in the country. As a university that is resolved to promoting the cultural development and traditions of indigenous peoples of Northeastern Ontario, the University of Sudbury has committed to offering indigenous and non-indigenous students classes and programs geared toward increasing awareness and adopting an indigenous perspective on the world. As the majority of post-secondary institutions in Canada are attempting to respond to the call launched by the Truth and Reconciliation Commission, and you are conceptualizing the appropriate model for this new institution, the University of Sudbury could also contribute to this endeavour.

It is important to highlight that, in an effort to improve access to post-secondary education opportunities in French in the southwestern part of the province, the University of Sudbury currently offers university courses in Windsor. Within the context of this initiative, we established a partnership with Collège Boréal, most particularly with regard to the use of infrastructure.

A valued partner, the University of Sudbury has articulation agreements with Collège Boréal and La Cité collégiale; it has also established a tripartite agreement with Saint-Paul University and Dominican University College to offer philosophy courses. This type of collaboration is promising, as it generates economies of scale by sharing infrastructure and services, as well as paving the way for students in terms of their mobility between universities, and between college and university.

Out of necessity, Francophones in minority situations have always demonstrated creativity in resolving important issues to ensure the vitality of their communities. Furthermore, if we consider the proximity of numerous universities in Central-Southwestern Ontario, the proposed model for the French-language university will need to show evidence of thinking outside the box. We hope that you will find the north-south connection proposed by the University of Sudbury to be worthwhile and to have added value.

Finally, rather than undermine the various Francophone or bilingual institutions' assets, we hope that the model selected will have a positive impact on access to training, participation in the province's economy and on sustainable development throughout Franco-Ontario. While we do not yet know what the final recommendation will be from the board over which you preside, I reiterate my interest in collaborating with you to explore the possible models for delivering university programs and services. It goes without saying that the subject of this letter was not discussed beforehand with our institution's Board of Regents and Senate. However, the intention has been introduced and the invitation extended. I am available, at your convenience, if you wish to explore this proposal further or if you have any questions relating to a potential contribution from our institution.

Kindest regards,



Sophie Bouffard
President and Vice-Chancellor

c.c.: Josée Forest-Niesing, President, University of Sudbury Board of Regents

June 20, 2017

Dyane Adam
Chair, French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Re: Follow-up on the University of Sudbury's collaboration proposal

Dear Ms. Adam:

As agreed in our conversation on May 17, I would like to reiterate the University of Sudbury's interest in participating in the French-language university project in Central-Southwestern Ontario. Following a presentation to our university's Board of Regents and with the support of the Chair of the Board, Maître Josée Forest-Niesing, I am confirming the University of Sudbury's intention to continue discussions and explore an academic affiliation with the network of the new institution.

To complement the collaboration proposal submitted in our letter dated May 16, 2017, I would like to include some additional ideas to more clearly illustrate our capacity to participate and our expertise to contribute to the aspects you identified regarding the institution's projected programming.

Aspect 1: Human plurality – Global issues in the 21st century

The disciplines we teach contribute to the understanding and interpretation of who we are as individuals and as members of diverse communities. They also relate to several contemporary global issues: respecting human rights, legislation concerning physician-assisted dying, intercultural and interreligious dialogue, etc.

Philosophy

Our program offers a general foundation in philosophy and the flexibility that allows each student to explore their areas of interest; offers the tools to critically examine their own understanding of the world and that of others, and to explore and evaluate important ideas that influence politics, morality, natural and social sciences, education, religion, business and law; and provides the opportunity to construct their own personal philosophy of life.

Religious Studies

As an academic discipline, Religious Studies does not promote nor undermine any particular religion or worldview; it approaches the study of religion as a social phenomenon, recognizing that religions have occupied and continue to occupy a very central place in virtually all civilizations. Our program focuses on the relationship between religion and culture and examines the variety of beliefs and behaviours through which people around the world express their spirituality, both in formal religions and through various daily rituals.

Culture and Communication: Folklore and Ethnology

The only undergraduate program in this discipline in Canada, focused on the study of Franco-Ontarian heritage, our program includes ethnology, intangible heritage, cultural diversity, the management of cultural and heritage territories and heritage in relation to digital culture. Its main goal is to bring students to see culture and heritage not as fields that are abstract or rooted in the past, but as creative vehicles for community development and

empowerment, here and now. Our cooperative and immersive teaching methods favour the transfer of knowledge by experience, and by the active and creative involvement of students in the community. Our fieldwork school, an action-research concept unique to Canada, and the collaboration with cultural organizations from Northern Ontario, Canada and worldwide, are immersive and formative activities which allow students to learn, *in situ*, what the challenges of the field are, how to interact with communities in all their diversity, how to mobilize theoretical and methodological information acquired in class and in live cultural situations.

Indigenous Studies

Inclusive of Indigenous and non-Indigenous students, the Department of Indigenous Studies, which uses an academic approach based on Amerindian perspectives, promotes an understanding of Indigenous peoples, their traditions, aspirations and participation in local, national and international communities. The experiential learning possible in this program is unparalleled. Our department of Indigenous Studies, which is one of the oldest in the country, is a leader in offering excellence in Indigenous knowledge and practice within traditional and contemporary contexts. Indigenous knowledge and language are at the heart of the program with key areas of study including: health and wellness, governance, politics and law, social justice, culture and traditional environmental knowledge.

Aspect 4: Digital cultures

Culture and Communication: Journalism Studies

Our Journalism Studies program trains specialists who are ready to assume leadership roles in the field of French-language journalism, public relations and communications in Canada. The programming covers the ongoing issues of journalism in the age of new media and the internet. The students receive complex training in digital journalism, photojournalism, investigative journalism and journalistic ethics. The department offers novel pedagogical approaches rooted in cooperation and immersion. The students have the opportunity to discover the job market during their university studies and play an active, creative role in the field of electronic media, television, radio and the written press. The program has a newsroom equipped with the latest digital technology that serves as a laboratory where the students can practise the art of journalism and complete projects related to their courses. In doing so, they help create a dynamic that is very specific to the program. Thanks to the newsroom, the teacher-communicators and our distinguished media partners, the students experience a unique immersive education.

At the risk of repeating myself, the institutional model that will be proposed by the Planning Board should not undermine the achievements of the province's various Francophone or bilingual institutions, but leverage each partner's expertise and have positive spinoffs for the Ontario Francophonie overall. As I am well aware of the institutional profiles and the current calls for differentiation in the Ministry and, by extension, the complementarity that should exist among the institutions, I want to take this opportunity to suggest the idea of a joint funding request, under a collaboration agreement, to allow us to set out a joint offer from the University of Sudbury and the new French-language university in Central-Southwestern Ontario.

Once again, I remain available should you wish to further discuss these potential avenues of collaboration.

Sincerely,

Sophie Bouffard
President and Vice-Chancellor

cc: Josée Forest-Niesing, Chair, Board of Regents, University of Sudbury

March 20, 2017

Dyane Adam
President, French University Planning Board
2 Carlton St., Suite 1310
Toronto, Ontario
M5B 1J3

RE: Collaboration proposals

Dear Ms. Adam:

We are replying to the letters you sent each of us on February 22, in which you asked us to submit proposals for collaboration opportunities with a new French-language university in Central Southwestern Ontario, while taking into account governance issues.

Since you asked us to reply within 20 business days, we could not present your request to our respective Boards of Governors or Senates.

Before making comments about the subject of your request, we would like to state that since 1967, all new postsecondary institutions in Ontario, with one exception, were created through the evolution of existing institutions (for example Ryerson, La Cité, Nipissing, Boréal, Laurier-Brantford, UOIT, Lakehead-Orillia, Algoma, OCADU, York-Markham, Brampton and Milton). The same is true for the 12 French-language school boards created in 1998 based on the transfer of the asset base, staff and students of French sections and advisory committees as well as the creation of the TFO in 2007 based on assets and staff transferred from the TVO. The only exception to this approach was the creation of the Collège des Grands Lacs in 1995, not based on existing institutions. Grands Lacs ceased its operations in 2002.

That is the reason why our two universities sent a joint letter on February 4, 2016 to the former Ministers Moridi and Meilleur (enclosed).

In that letter, we stated that:

“We would welcome an invitation from the Ministry (...) We would be ready to jointly develop a collaboration model between our two universities, following a written request from the government, to ensure the expansion of French-language university programs in Toronto in a manner that allows for a governance by and for the Francophones”.

Unfortunately, we never received confirmation from the government that the letter was received, even though our letter was sent with the encouragement of senior civil servants and political staff of the Ministries.

.../2

Our respective universities are currently in negotiations with the Ministry of Advanced Education and Skills Development to renew our Strategic Mandate Agreements for 2017-2020. During the negotiations of the original agreements in 2014, the Ministry informed us that the expansion of French-language programs in Central Southwestern Ontario was not on the agenda. The Ministry should add this item on the agenda of the current negotiations.

In this context, our offer of February 4, 2016 stands. At the time, we had mentioned innovative models such as that of the Northern Ontario School of Medicine (NOSM), a successful partnership between the Laurentian University and Lakehead University. You will find enclosed, for information purposes, what an adaptation of this model would look like.

Sharing equipment with the Collège Boréal in Toronto in order to create a critical mass and thus an environment that encourages the development of a wide range of social and cultural activities might be considered. This approach could also generate economies of scale through the sharing of services or infrastructures and facilitate students' mobility between the college and university sectors.

Finally, we would be willing to authorize our two vice-presidents (Academic) to work on implementing the above if the government sends us a written request. This intention could also be included in our 2017-2020 Strategic Mandate Agreements.

If the government and/or your Planning Board considers that, despite the clear trend noted during the last 50 years for the creation of new postsecondary institutions in Ontario based on existing institutions, the creation of a new university in Toronto is the preferred option, we would be ready to explore the following collaboration opportunities:

- The Faculty of Law - Common Law Section of the University of Ottawa could collaborate in order to offer French-language undergraduate programs;
- The Faculty of Education of the University of Ottawa could collaborate in order to offer Frenchlanguage BA programs, which are already offered in Toronto on inadequate premises;
- The Laurentian University could collaborate with the Collège Boréal to offer Bachelor of Science in Nursing programs in French;
- The Laurentian University could collaborate to offer Business Administration undergraduate programs, taking advantage of the articulation agreements announced in January 2016 between the Laurentian University, the Collège Boréal and La Cité;
- The purchase of specific services could be agreed upon with our two universities (for example, registration, libraries, etc.)

In each of these five cases, these collaborations would be conditional on the approval by the competent authorities of the respective universities and the compliance with the external certification requirements of quality assurance programs.

We remain at your disposal to explore in-depth these opportunities for collaboration.

.../3

President and Vice-Chancellor
of the University of Ottawa,



Jacques Frémont

President and Vice-Chancellor
of the Laurentian University,



Dominic Giroux

c.c. Chantal Beauvais, President, Saint-Paul University
 Sophie Bouffard, President and Vice-Chancellor, Université de Sudbury
 Sophie Dallaire, Acting President, Université de Hearst
 Marie-Lison Fougère, Deputy Minister, Office of Francophone Affairs
 Daniel Giroux, President, Collège Boréal
 Robert Giroux, President, Board of Governors, University of Ottawa
 Michel Laurier, Vice-President (Academic), University of Ottawa
 Sheldon Levy, Deputy Minister, Advanced Education and Skills Development
 Jennifer Witty, President, Board of Governors, Laurentian University
 Pierre Zundel, Vice-President (Academic), Laurentian University

Appendix – Details of the Northern Ontario School of Medicine (NOSM) model in the context of the collaboration between French-language universities in Toronto

For example, an application of a model similar to the NOSM could entail:

- The creation by the two universities of a new joint independent corporation;
- A separate Board of Directors for the new corporation made up of 19 members, appointed by the two universities based on the recommendation of a nomination committee that includes representatives of organizations that represent Francophone communities from the GTA (for example, the Conseil scolaire de district catholique Centre-Sud, the Conseil scolaire Viamonde, l'Assemblée de la francophonie de l'Ontario, to name a few), with the Vice-Presidents (Academic) of the two universities alternating every three years as President and Vice-President;
- The adoption of French as the language of operation and teaching of the new corporation, accompanied by the full designation according to the French Language Services Act;
- Degrees are awarded jointly by the two universities;
- The leadership of the new corporation is ensured by a Dean and CEO of the new corporation, who will be appointed by the Board of Directors with the approval of the two universities;
- A corporation with its own faculty council to address academic issues, with confirmation of the decisions, if necessary, by the two Senates after review by a Joint Committee of the two Senates and the Faculty Council; the Senates only have the authority to approve or reject recommendations, not to make amendments;
- Access to established expertise in our respective universities that act as "host" universities of the new corporation;
- Provincial funding vested directly in the new corporation, thus providing the government and the Franco-Ontarian community with the assurance that the funds will be used for the intended purposes;
- Establishing a conflict resolution mechanism between the two universities and the new corporation (in the case of NOSM, this was never invoked).



uOttawa

Université d'Ottawa
Cabinet du recteur

University of Ottawa
Office of the President

June 26, 2017

Dr. Dyane Adam
Chair
Planning Board for a French-Language University
2 Carlton Street, Suite 1310
Toronto, Ontario
M5B 1J3

Madam Chair,

Firstly, allow me to offer you my warmest thanks for having hosted the vice-president and myself on Monday, June 12, along with Dr. Labrie, to discuss the establishment of a French-language university, and in particular, for providing us with details on the role that our university might play with regard to the new institution.

To follow up on this meeting, I am pleased to reiterate our willingness to work with the new university in two main areas. The first, of course, is in sharing the expertise we have developed in certain programs that the new university wishes to offer. As stated in our joint letter with Laurentian University March 20, we are particularly interested in possibly working together to offer programs in law, education, social work and health sciences, which would allow the new university to more easily meet the needs often expressed by francophones in central southwestern Ontario. I can confirm that an initial consultation with the deans of the faculties concerned has reassured me as to the real possibility of implementing program offerings within a reasonable timeframe once the new university has received government backing.

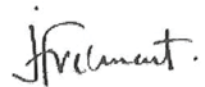
I can also confirm our willingness to support the new university through the steps necessary to implement proper governance mechanisms. Given our history and experience in university governance and administration, we are well equipped to provide this mentorship and support. Finally, I wish to restate that the University of Ottawa is available to discuss the provision of specific services (such as registrar's or library services) to the new university.

☎ 613-562-5809
📠 613-562-5103

550 Cumberland (212)
Ottawa ON K1N 6N5 Canada
www.uOttawa.ca

Thank you once again, Madam Chair. I hope that this letter of intent meets your expectations.

Sincerely yours,

A handwritten signature in black ink that reads "Frémont." with a period at the end.

Jacques Frémont
President and Vice-Chancellor

Cc: Dr. David Graham, Vice-President Academic and Provost



February 3, 2017

Office of the President

1050 KANEFF TOWER
4700 KEELE ST.
TORONTO ON
CANADA M3J 1P3
T 416 736 5200
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www.yorku.ca/president

Dyane Adam
Présidente / Chair
Conseil de planification de l'université de langue française
French Language University Planning Board
1310 - 2 Carlton Street
Toronto, ON M5B 1J3

Dear Madame Adam,

Further to your conversation with Donald Ipperciel, Principal of Glendon College at York University, please find attached a proposal for a potential strategy for Glendon College to play a role in the development of the new Francophone University.

We look forward to the opportunity to work with you further on this very interesting project.

Sincerely,

A handwritten signature in grey ink, appearing to read "msl", with a long horizontal stroke extending to the right.

Mamdouh Shoukri, C.M., O.Ont.
President and Vice-Chancellor

:ee

cc: Rhonda Lenton, Vice-President Academic & Provost
Donald Ipperciel, Principal Glendon College



YORK UNIVERSITY PROPOSAL

Glendon College & the Francophone
University (FU)



INTRODUCTION

This short document sets out a potential strategy in which Glendon College would play a role in the creation of the new FU. The strategy has not yet been vetted with York University's Board of Governors but serves as a basis for reflection and discussion.

THE FRANCOPHONE UNIVERSITY ON GLENDON'S CAMPUS

In this scenario, a fully autonomous FU, with its own Board of Governors and Senate, would be created on Glendon's campus and be housed in a building belonging to York University and rented out long-term to the FU. The FU would likely have a limited number of programs to start out with – e.g. social work, nursing (in collaboration with Glendon's Biology program), community development, Franco-Ontarian studies – and test market demand for further expansion into professional degrees. Many FU-Glendon partnerships can be envisaged. In the short term, the FU could quickly start its operations by offering courses in Glendon classrooms in the evening.

CONDITIONS

- Complementarity: In order to avoid dilution of the prospective student pool, there can be no duplication with existing Glendon programs and courses
- Funding to maintain Glendon's five new programs currently funded by the MTCU/MAESD in order to avoid a systemic weakening of access to Francophone university education
- [Possible:] Funding of five additional programs: data science, criminology, pre-med, 2-years nursing (in collaboration with the FU), 1-year engineering
- The construction of a new building on the Glendon campus to be rented out to the Francophone University (long-term lease with guarantees)
- Renovation of existing buildings to better accommodate new FU students (cafeteria, sports center, library, computer lab, classrooms, etc.)

ADVANTAGES

- Immediate implementation possible
- Low(er) risk (as the FU would be supported by an existing infrastructure)
- Meets all the long-standing demands from the Francophone community (particularly governance, increased access and potentially quick implementation)
- Low-cost to the government (much cheaper than building a full-fledged FU from the ground up)
- Possibility of quickly creating a rich university environment, with a large wooded campus, library, sports centre, laboratories, etc. in the heart of Toronto. A more suitable academic environment could not be found in a downtown location, where space is at a premium

- Existence of a francophone and bilingual quasi-immersive environment where French is already being used in daily usage. Keeping in mind the usual limitation of French usage in institutions in a minority setting, a stronger Francophone environment could not be reproduced to the same level elsewhere in the GTA
- Glendon is surrounded by several French-language secondary schools within a 40km radius
- No systemic weakening of access to Francophone university education in the CSW (which would follow from the loss of funding for Glendon's five new programs in order to fund a new institution)

DISADVANTAGES

- Initially scant degree recognition for FU, as it will be a brand new institution

Expected costs related to hosting Collège Boreal and the Francophone University on Glendon Campus

Base funding for the five new programs sponsored by the government: \$6.9 / annual

In 2016-17, the Ministry provided \$4.655 M from the budgeted \$6.9 M for the continued implementation of five new programs to improve access to Francophone postsecondary education. However, we are concerned this envelope could be eliminated in the context of a new Francophone University. This fund should be included in the base budget and is not new money for Glendon. Eliminating it would have a deleterious effect on the government's goal to increase access to postsecondary education in French, as well as on Francophone institutions' future risk assessments involving government funding.

Renovation costs: \$25M

Hosting the Francophone University at Glendon would require some renovations. This has the benefit of leveraging existing infrastructure and reducing risk, keeping in mind that renovation is more cost-effective than building new space (i.e. \$150-\$250 per square foot compared to \$500-\$550 per square foot, respectively). In particular, there will be a need to increase campus capacity and improve campus security to accommodate a predictable increase in student numbers. According to a preliminary estimate, \$25 M would be required for upgrading. Renovations and upgrade could take place over a five-year period to minimize disruption of academic activities.

Cost for new building: \$25M

The cost of a new building depends on the expected needs of Boréal and the Francophone University. We believe that these institutions' space requirements will be reduced once they have access to Glendon resources such as the library, athletic center, cafeteria, computer lab, informal and unstructured spaces, evening classrooms, etc. Given Glendon's current "space / number of students" ratio, it appears that a building of 50,000 square feet would be sufficient. This would translate into an investment of approximately \$25M.

Conclusion

In the end, it is doubtful that an entirely new campus for a Francophone University and Collège Boréal could be created with as little as the proposed \$50M for the Glendon Campus solution, and certainly not in an environment of comparable quality. In our opinion, this is a competitive proposal that would benefit not only a new francophone university, but also an existing bilingual French-English university, i.e. Glendon, thus consolidating an existing institution and contributing to improving access to postsecondary education in French in the region.



Office of the President

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June 30, 2017

Dr. Dyane Adam, Chair
French Language University Planning Board
1310 - 2 Carlton Street
Toronto, ON M5B 1J3

Dear Dr. Adam,

I would like to thank you for giving us the opportunity to share our ideas on a possible French-language University.

I see the project of a French-language University as an opportunity to collaborate with regard to research and programming, as well as student and faculty mobility. In particular, I believe that the expertise we have developed in learning technologies and the acquisition of French as a Second Language in a minority and cosmopolitan context may be of some interest. In addition, the many years of our collaboration with various stakeholders in the Francophone community at the local, national and international levels can also contribute to strengthening the affinity relationships that should unite institutions with similar missions.

I am especially pleased that the French-language University will be making a contribution to increasing access to postsecondary education in French. This has been a goal of York University and Glendon College for many years, and the eventual French-language University will represent an ally in achieving this goal.

As always, I remain open to any exchange with the current and future stakeholders of this commendable project.

With best regards,

A handwritten signature in cursive script, appearing to read "Rhonda L. Lenton".

Rhonda L. Lenton, PhD
President Designate



Hearst
Kapuskasing
Nipissing
Sudbury
Témiskaming
Timmins
Toronto

Alfred
Barrie
Capreol
Chelmsford
Dowling
Elliot Lake
Hamilton
Lively
London
Mississauga
Noëlville
North Bay
Onaping
Scarborough
Smooth Rock Falls
Val Caron
Welland
Windsor

July 20, 2017

Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Re: Intention to collaborate with a future French-language university

Dear Ms. Adam:

As you know, the Collège Boréal has been offering many programs and services in Central-Southwestern Ontario for 15 years now. In Toronto, it serves the French-language community from its campus at 1 Yonge Street. This lease will end soon, in August 2020. As a result, the College is looking for a new, permanent location in Toronto. Furthermore, the College intends to expand its program and service offerings, which means it will need to find larger premises.

The *Report of the Advisory Committee on French-language Postsecondary Education in Central-Southwestern Ontario*, tabled in February 2016, recommends “that the Government of Ontario fund the establishment of a common campus for Collège Boréal and the new university in the GTA, with a planned opening in 2020.” After the report was tabled, the Government of Ontario set up the planning board that you chair. We are aware that part of your mandate is to explore the possibility of following through on this recommendation and submitting recommendations before the end of June 2017. We would, of course, be pleased to share a space with the future university and we have appreciated the various opportunities to work with you toward this end.

We want to thank you again for having welcomed the members of our management team to a productive discussion on March 22 and for having accepted and studied the brief we sent you afterwards. Our brief reviews the history of Collège Boréal in the region, discusses the strengths and challenges our institution is currently facing and offers a vision of what close collaboration between the College and the future French-language university could produce. In short, in addition to sharing a location and facilities such as a resource centre,

Ms. Dyane Adam
July 20, 2017
Page 2

cafeteria and residences, as well as participating in the Carrefour francophone du savoir et de l'innovation, Collège Boréal would like to be a true partner in the offer and delivery of post-secondary programs and student services. The recommended model, based on a "2 + 2" agreement, would offer students several advantages, such as savings in time and money. After two years of studies, students would be able to choose whether to enter the job market or continue their studies at the university. This would give the French-language university a mature base of students prepared to undertake university studies, not to mention high retention and graduation rates. It would also allow the university to focus initially on the upper years of the undergraduate programs and, potentially, graduate courses. One should also imagine the impact this new approach could have on recruiting international students.

Nevertheless, when we consider that moving a campus can take nearly three years, given the complexity of the selection process and the transformation work for any given site, it is crucial that the Government of Ontario immediately grant the funding required to allow us to make this transition to new spaces. Moreover, the increase in enrolment and the growing demand for French-language postsecondary programs in the Greater Toronto Area require that Collège Boréal and the new university begin this work as quickly as possible. We therefore hope that your report will be evaluated and the ensuing decisions made as quickly as possible.

If the government would like us to choose spaces that will offer the flexibility required to accommodate the new French-language university, Collège Boréal can certainly work towards this. The important thing is to not have to wait for the completion of the Planning Board's work and the government's decision with regards to this issue before beginning our transition process to a new campus in the Greater Toronto Area. The very future of Collège Boréal in Central-Southwestern Ontario is at stake.

I am, of course, always available should you wish to discuss this issue further.

Sincerely,



Daniel Giroux
President - Collège Boréal

c.c.: Sheldon Levy, Deputy Minister
Denys Giguère, Assistant Deputy Minister, French-Language Teaching, Learning and Achievement Division

www.collegelacite.ca

Tel.: 613-742-2483 Toll free:
1-800-267-2483 801 Aviation
Parkway, Ottawa, Ontario
K1K4R3



Ottawa, May 31, 2017

Dyane Adam, Chair Planning Council for a French-language
university Ministry of Advanced Education and Skills Development
2 Carlton Street, Suite 1310, Toronto, Ontario M5B 1J3

Dear Ms. Adam:

It is with the greatest pleasure that the Collège La Cité accepts the invitation of the Planning Council to collaborate with the French-language university in developing a niche of excellence in digital cultures.

As you mention, La Cité has the capacity to make of this emerging field one of the niches of excellence for postsecondary education in French Ontario. Moreover, thanks to the many agreements it has developed with existing postsecondary educational institutions, La Cité has acquired an expertise that can be put to good use in developing joint programs or any other type of agreement.

Finally, the many applied research projects that the Collège has been managing annually for several years will enable La Cité to contribute actively to the applied research component you refer to. In our view, this component fits in perfectly with the recommendations contained in the report "Building the Workforce of Tomorrow", presented in June 2016 by the Premier's Highly Skilled Workforce Expert Panel.

We hereby confirm wholeheartedly our interest in initiating this collaboration.

Very truly yours,

A handwritten signature in black ink, appearing to read 'Lise Bourgeois', with a horizontal line extending to the right.

Lise Bourgeois
President

c.c Lyne Casimiro, Vice-President,
Teaching; Judith Charest, Director, MobilitéCité - Toronto



Mohamed Lachemi
President and Vice-Chancellor

June 15, 2017

Dyane Adam, Ph.D., C.M.
Chair
French Language University Planning Board
Ministry of Advanced Education and Skills Development
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Dr. Adam:

Re: Letter of Intent to Collaborate

Thank you for your letter dated June 5, 2017 inviting Ryerson University to collaborate with the French Language University.

This letter confirms that Ryerson University intends to collaborate with the French Language University and its future administrators on the following:

1. joint activities or projects in the area of urban environments through Ryerson University's forthcoming Urban Studies Hub; and
2. permitting Ryerson University students to take elective courses in the French language at the French Language University.

Ryerson University further intends to mentor the French Language University Planning Board's transition team in establishing the French Language University, on such terms and conditions as the parties may set out in a separate memorandum of understanding.

The parties shall work together in good faith on any public announcements of the relationship.

Thank you again for your invitation to collaborate.

Sincerely,

Mohamed Lachemi
President and Vice-Chancellor

Cc: Chris Evans, Interim Provost and Vice-President, Academic
Steven Liss, Vice-President, Research and Innovation
Jennifer Grass, Assistant Vice-President, University Relations
Julia Shin Doi, General Counsel and Secretary of the Board of Governors

UNIVERSITY OF
GUELPH
HUMBER

June 20, 2017

Dr. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, suite 1310
Toronto, ON M5B 1J3

Dear Dr. Adam,

On behalf of the University of Guelph Humber, I am very pleased to submit this letter in support of the work done by the French-Language University Planning Board and to confirm our willingness to explore the possibility of collaborating with this new university once the process of creating it has begun.

In general, University of Guelph Humber is happy to see that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognizes the importance of developing French-language postsecondary education in Central Southwestern Ontario. We are very excited by the prospect of contributing to the success of this new university.

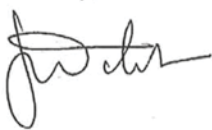
Our discussions with you have led us to believe that our organization could be an interesting advisor to the French-language University, and we are eager to examine possible collaborations that will support the new university in its very important mission for Ontario and for Canada.

The University of Guelph Humber has operated as a joint partnership between University of Guelph and Humber College since first enrolling students in 2002. I look forward to exploring areas of potential collaboration subject to mutual consent and the availability of sufficient support prior to the initiation of any collaboration.

Although no immediately binding obligations are assumed by this letter, I believe our experience in joint university college academic partnerships, in both program offerings and in managing jointly such ventures, with its various implications including the financial side of the operations, may be useful to the Planning Board.

We remain open to discussing things further with you, but I confirm our interest in supporting the French-language University along parameters that will be determined in due course once the university's administration is in place.

Sincerely,



John Walsh
Vice-Provost, Chief Academic
Officer and Chief Executive Officer
The University of Guelph-Humber
207 Humber College Blvd.
Toronto, Ontario, M9W5L7
416-798-1331 ext. 6295



Laurie Rancourt
Senior Vice President, Academic
Humber Institute of Technology and
Advanced Learning
205 Humber College Blvd.
Toronto, Ontario, M9W5L7
416-675-6622 ext. 4510



Charlotte A.B. Yates
Provost and Vice President
(Academic)
University of Guelph
50 Stone Road East
Guelph, Ontario, N1G 2W1
519-824-4120 ext. 53845



Cabinet de la rectrice

Québec City, June 20, 2017

Dyane Adam,
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, ON M5B 1J3

Re: Support and offer of collaboration

Dear Ms. Adam:

As the first Francophone university in North America, Université Laval has proudly played a leadership role in the academic Francophonie since its founding over 350 years ago. Our university voluntarily collaborates on university research, education and management with Francophone institutions in Canada and abroad, especially in Europe and Africa, while remaining open to other cultures. With this in mind, we took the initiative of contacting you, several months ago, to offer Université Laval's collaboration and support in the project to create a Francophone university in Ontario. This is a promising project for the Canadian and international Francophonie and we would be honoured to be able to cooperate on accomplishing it, based on the needs you identify.

Following the discussions you held in this regard with two members of our university's management, Professors Nicole Lacasse and Richard Martel, I had the pleasure to meet with you during your mission to Université Laval in May. Your visit helped clarify the project for the new university, with four cross-cutting themes planned for its development: human plurality, the urban environment, the globalized economy and digital culture. Our meeting also helped identify six avenues conducive to cooperation between Université Laval and the Francophone university of Ontario:

Pavillon des Sciences de l'éducation
2320, rue des Bibliothèques
Local 1656
Québec (Québec) G1V 0A6
CANADA

418-656-2745
Télécopieur : 418 656-7917
www.rec.ulaval.ca

1. The design of new training programs, through joint programs, with the potential support of over 50 Université Laval research centres working in the cross-cutting themes chosen for the new university (see Appendix 1 – List of research centres related to priority themes).
2. Bilateral student mobility, through academic exchanges or immersive language learning for our respective students (see Appendix 2).
3. Sharing best practices on educational approaches and the design of physical learning spaces (see Appendix 3).
4. Pedagogical innovations and integrated services developed on our digital study platform “Environnement numérique d’études” (ENÉ) (see Appendix 4).
5. The use of digital technologies in university education and the diversification of course delivery methods (see Appendix 5).
6. The design and implementation of university governance suited to the vision and mission of the new university, in particular through sharing the expertise of Assistant Vice-Rector Nicole Lacasse.

Naturally, this preliminary list of potential areas of collaboration is not exhaustive. It summarizes our discussions and, at the appropriate time during the creation process for the new university, could serve as a basis for formalizing a collaboration framework.

Université Laval has helped many foreign universities create or strengthen their institutional capacities, both in terms of university management and in achieving their educational and research mission. The prospect of being one of the original partners of a new Francophone university in Canada fits directly in with the priorities of the new management team at Université Laval, which intends to strengthen our institution’s commitment to the Francophonie.

In closing, I would like to share my enthusiasm and support for the development of a close partnership between the future Franco-Ontarian university and Université Laval. Together, we have the opportunity to create an innovative and daring interprovincial partnership for higher learning that will enhance French-language education for the benefit of our respective students. I am very pleased to have this institutional opportunity that I feel certain will be historic!

Sincerely,

(signature)

Sophie D’Amours
Rector

*cc: Monsieur Robert Beaugard, vice-recteur exécutif et vice-recteur aux études et aux affaires étudiantes
Madame Nicole Lacasse, vice-rectrice adjointe
Monsieur Richard Martel, adjoint au vice-recteur
Monsieur Didier Paquelin, professeur titulaire*



28 June 2017

Dr. Sara Diamond
O. of Ont., RCA
PRESIDENT/
VICE-CHANCELLOR

sdiamond@ocadu.ca
T. 416 977 6000 x300
M. 416 500 9026

OCAD UNIVERSITY
100 McCAUL STREET
TORONTO, ONTARIO
M5T 1W1

OFFICE
11TH FLOOR
230 RICHMOND ST. W.

Dr. Dyane Adam
Chair
French Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario, M5B 1J3

Dear Dyane,

I'm pleased to submit this letter of intent to create a strategic partnership between our institutions. Our vision and mission statements will frame our future discussions:

Vision: Transformed By Imaginations

OCAD University challenges you to audaciously and responsibly pursue the questions of our time through the powerful interplay of art, design, the social sciences, humanities, and the sciences.

Mission Statement:

You - we invite you to build aware, generous and joyful communities that integrate multiple perspectives and critical practices.

Audacious and Responsible Pursuit - we nurture diversity and resilience, and practice equity, inclusion, sustainability, and respect for Indigenous voices and cultures.

The Questions of our Time - we seek and respond to the questions of our time to enrich our disciplines and act as transformative social, economic, environmental, and cultural agents.

The Powerful Interplay of Art, Design, the Social Sciences, Humanities, and the Sciences

We engage with materials, data, technologies, ideas and pedagogy and diverse Indigenous perspectives to support unique research, studio practice and learning, creating interdisciplinary and emergent forms of knowledge.

OCADU.CA

Within this context, we will explore opportunities for undergraduate pathways, joint degrees and graduate studies collaboration. As well, we have many common fronts of research in design for health, data visualization, inclusive design and strategic foresight.

Finally, we are very excited by your potential site on Toronto's waterfront and your proximity to OCAD University's Campus for the Connected World (CCW), which is situated in the heart of this emerging ICT and digital media cluster.

The Campus for the Connected World will be an innovative hub for local, Canadian and international people, ideas, wealth creation, environmental and cultural well-being with a focus on partnered research and innovation, including commercialization and co-location spaces for use by industry partners.

I very much look forward to exploring these partnership opportunities with you and the French Language University in the future.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Sara Diamond". The signature is fluid and cursive, with a large initial "S" and a long, sweeping tail.

Dr. Sara Diamond, RCA, O. of Ont.
President & Vice Chancellor



UNIVERSITY OF TORONTO
FACULTY OF ARTS & SCIENCE

David Cameron, FRSC
Dean

23 June 2017

Dr. Dyane Adam, Chair
French-Language University Planning Board
2 Carlton St., 13th Floor, Suite 1310
Toronto, ON
M5B 1J3

Dear Dr. Adam,

I have had an opportunity to consult with my colleagues in the Dean's Office and write to express our interest in learning more about the proposal for a new French Language University and its possible relationship with the Faculty of Arts and Science.

It will be important that the interests of the Faculty and its students are best served in exploring any possible partnership,

I look forward to discussing this proposal further.

Sincerely,

David Cameron, FRSC
Dean and Professor of Political Science

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provost@brocku.ca

June 23, 2017

Dr. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, suite 1310
Toronto, ON
M5B 1J3

Dear Dr. Adam,

On behalf of Brock University, I am very pleased to submit this letter in support of the work done by the French-language University Planning Board and to confirm our willingness to explore the possibility of future collaboration.

In general, Brock University supports the Government of Ontario and the Ministry of Advanced Education and Skills Development in their recognition of the importance of developing French-language postsecondary education in Central Southwestern Ontario.

The discussions you have had with Dr. Anna Lathrop, Vice-Provost, Teaching, Learning and Student Success, and Dr. Cara Boese, Director, Co-op, Career, and Experiential Education have been positive, and we are willing to continue these discussions—particularly in the areas of experiential education and co-op programming.

We look forward to a continuing dialogue as the French-language University proposal moves forward.

Sincerely,

A handwritten signature in black ink that reads "Thomas Dunk". The signature is written in a cursive, flowing style.

Thomas Dunk, PhD
Interim Provost and Vice-President, Academic

cc.: Dr. Tom Traves, Interim President, Brock University
Dr. Anna Lathrop, Vice-Provost, Teaching, Learning and Student Success
Cara Boese, Director, Co-op, Career, and Experiential Education

APPENDIX D: Partners in Academic Program Development and Offering, Research and Innovation and Work-related Experiences

The Planning Board has established the basis for potential collaborations with other Ontario, Canadian and international universities, namely collaborations and partnerships in its distinct components and its four niches areas of excellence. The University would partner with the best research and transdisciplinary innovation networks in relation to each of its four areas of excellence. Plans for collaboration agreements in this regard are already underway with the following universities, professors, and organizations, as documented in the letters of intent reproduced below:

- **University of Toronto (OISE / CRÉFO).** The Centre de recherches en éducation franco-ontarienne (CRÉFO) has expressed interest in exploring partnership opportunities, particularly in its area of expertise: interdisciplinary research on the educational, social, and linguistic practices of Francophones.
- **University of Toronto (OISE) - Prof. Enrica Piccardo.** An expert in plurilingualism who is ready to be part of the ULF implementation team to help develop the Linguistic Portfolio program and the Certificate of linguistic competency.
- **Université de Montréal – Hybridlab Inc. Faculté de l'aménagement – Design.** Hybridlab is ready to support the ULF implementation team and share its experience and expertise in the development of advanced techniques on the creative process, particularly co-design and innovative technologies for teaching, the organization and physical design of the learning spaces, and fundamental research in design and entrepreneurship.
- **Université de Montréal – Chaire de recherche du Canada sur les transformations de la communication savante, École de bibliothéconomie et des sciences de l'information.** They will advise on planning the documentary infrastructure, subscription to databases, purchasing of books and collections, start-up funds, and the policies related to the dissemination of knowledge.
- **Université de Montréal - Department of Communication.** The Chair of the Department has expressed interest in exploring partnership opportunities with the ULF in the area of media and digital cultures.
- **Université de Montréal – Consortium Érudit.** A platform for digital access to francophone research and culture in North America in the Humanities and Social Sciences will support the ULF open digital journal on transdisciplinary studies.
- **UQAM-Hexagram et UQAM-École des média.** Hexagram-UQAM is an institutional research-creation center for encounters between art, technology and creative research. It is one of two main hubs of the Hexagram strategic cluster, Concordia-Milieux being the other institutional center. Hexagram-UQAM is interested in a partnership for the collaboration and development of joint research and research-creation projects with ULF leading to the creation of an institutional research centre that could eventually integrate itself into their network. Hexagram-École des média is also open to offer its expertise to develop a specific teaching framework for the digital cultures program niches, a project-based teaching approach linked to the private sector, applicable to both undergraduate and graduate levels.
- **Concordia University-Milieux-Institute for Arts, Culture and Technology.** Milieux is an institute for research-creation at the intersection of design, art, digital culture and information technology. It is intended to be a platform for progressive imagining, critical thinking, creative experimenting and interdisciplinary training and is part of the Hexagram strategic research cluster. Besides collaboration in specific joint research projects, Milieux can provide to ULF an organizational model for the incubation of transversal creative research and promotion of student participation, particularly in the area of project management.
- **Université du Québec à Trois-Rivières (UQTR).** Professors from the School of management will be instrumental in working with ULF and other potential professors from **HEC-Montréal**, in developing the ULF's area of excellence in the Globalized Economy.
- **Université Sorbonne-Nouvelle - Paris 3.** Envisions collaborative agreements with ULF in research and teaching, student and faculty exchanges building partnerships between ULF and the other francophonies in the world.

- **Université Sorbonne-Paris 13 - LabEx ICCA (Industries culturelles & création artistique).** LabEX is interested in establishing a partnership with the ULF within the framework of the École universitaire de recherche (EURICCA), or graduate school of research, to collaborate on MA and PhD training in the fields of cultural industries, culture audiences, digital culture, and artistic and leisure creation.
- **Southwestern University (Texas).** This university has a program of particular interest to the new university, the Paideia program, a transdisciplinary approach to learning and teaching. They have agreed to assist and share their experience and expertise at the time of curriculum development by the new university.
- **Mitacs.** a national, not-for-profit organization that has been designing and implementing research and training programs in Canada for the past 15 years, Mitacs builds partnerships that support industrial and social innovation across the country. We have an agreement in principle with Mitacs, which will support us in setting up paid placements for our graduate students and eventually for undergraduates when the organization can get approval.
- **Information and Communications Technology Council (ICTC).** is open to supporting the ULF through its integrated workplace learning program
- **Contact North.** This organization has offered its support and expertise in, amongst others areas, proximity-based teaching, multimodal and online learning practices and technologies, and the promotion of courses and programs offered by the ULF.
- **eCampus Ontario.** This portal allows learners to access on-line courses offered by the participating postsecondary institutions in Ontario. It also provides a wide range of resources to assist faculty interested in designing, developing or teaching online and blended courses.
- **CBC / Radio-Canada - French-language services, Ontario.** The director of Ontario's French-language services for CBC / Radio-Canada has expressed interest in exploring a possible partnership with the ULF in the area of digital cultures and work-related experiences.
- **Conseil scolaire catholique Providence.** This school board has offered its support for the ULF and is open to exploring possible collaborations in the area of education research.



UNIVERSITY OF TORONTO
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FOR STUDIES IN EDUCATION

June 13, 2017

Dyane Adam, Chair
French-Language University Planning Board
Toronto, Ontario

Dear Ms. Adam:

As Director of the *Centre de recherches en éducation franco-ontarienne* (CREFO), I am pleased to present this letter of support for the creation of a French-language university in Central-Southwestern Ontario. This new institution will meet a pressing need, given that students who wish to pursue university studies in French have no choice but to leave the region. We have discussed this project for many years and the time has come to have a university in Ontario managed by and for Francophones, whether they are from Ontario or elsewhere. CREFO members gathered last week to discuss this subject and we concluded that it was important that you and the members of your Planning Board know that we will be ready to discuss, when the time comes, the type of collaboration to be established between our centre and the new French-language university. My team and I agreed, however, that at this juncture, it is too early to discuss the terms of such a collaboration.

Before I go any further, allow me to briefly outline the role of CREFO, which will help you understand why we support your initiative and why we believe the establishment of a French-language university is vital. As you know, our organization is headquartered in the Faculty of Education at the University of Toronto, which is also known as OISE (The Ontario Institute for Studies in Education). CREFO is an interdisciplinary research centre that promotes the educational, social and linguistic practices of the Francophonie in Ontario, Canada and around the world. CREFO has combined theoretical innovation with an empirical approach ever since it was established in 1977. This is reflected in the large number of field studies carried out to date. Our first scientific studies focused on issues specific to education in Francophone minority communities, through the prism of linguistics, sociolinguistics and the development of teaching materials, in particular. Our research took a new direction during the 1990s, following major changes in the Francophonie, the emergence of new social issues and the effects of globalization.

These days, CREFO researchers belong to several disciplines that include sociology, critical sociology of education, sociology of children and youth, anthropology and sociolinguistics. The issues addressed, all of which are linked to the study of the minorization process, centre on various themes such as the phenomena associated with mobility in relation to the school experience of young people, the identity of young people and teachers working in minority schools, the French language in national and international economic markets, equity and inclusion in French-language schools, and the challenges associated with the transition to post-secondary education in French.

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252 Bloor St. West, Toronto, ON, M5S 1V6 Canada www.oise.utoronto.ca

Furthermore, CREFO can also be credited with a new joint specialization offered in hybrid mode and entirely in French at a graduate and postgraduate level entitled *Éducation, francophonies et diversité*. CREFO professors who hold a joint appointment in the departments of Curriculum, Teaching and Learning and Social Justice Education teach this new specialization. CREFO is responsible for the administration of this new joint specialization and I am the program Director.

I hope this brief description of our work helps you understand the context in which a potential collaboration would take place. This context will certainly be fleshed out over the coming weeks and months. Meetings will likely be scheduled with University of Toronto directors and with Mr. Jones, the OISE Dean, in particular, to discuss details of a possible collaboration. Please let me know when these meetings are scheduled, so that I may contribute as Director of CREFO, since my centre holds full operational responsibility for the research and teaching activities in French at OISE.

Yours sincerely,

A handwritten signature in cursive script, reading "Diane Gérin-Lajoie".

Prof. Diane Gérin-Lajoie, Director
Centre de recherches en éducation franco-ontarienne



Ms. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

I am pleased to confirm my support for the work of the French-Language University Planning Board and my interest in a partnership at the planning stage of the creation of this university.

Generally speaking, I am pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of developing post-secondary studies in French in Central and Southwestern Ontario and am excited by the prospect of contributing to the success of this new university.

My exchanges with you lead me to believe that my expertise would be an asset and I look forward to exploring opportunities for collaboration with this new university in support of such a vital initiative for Ontario and Canada.

I have many years of experience in the field of language education (research and teacher training). My career has been enriched by a series of different geographical locations I have studied and worked in: Italy, France, Austria, Canada, and also, occasionally, Switzerland, Spain and the UK. Between 2004 and 2009, I was a research professor at the Université de Grenoble-Alpes in France. I am currently an Associate Professor at the Ontario Institute for Studies in Education at the University of Toronto. I am an expert on the Common European Framework of Reference for Languages (CFER), which is used worldwide, and one of the authors of the new CFER descriptors, which are to be published in July. As an expert collaborator with the Council of Europe, I am involved in several projects, some of which I coordinate. I also played a key role in the recent revision of the French and English Canadian Language Benchmarks (NCLC and CLB).

I would be delighted to have the opportunity to contribute to the planning and implementation stage of the French-Language University: the design of the student language portfolio and language proficiency certification, in particular. I have extensive experience in both fields and have been involved in many complex projects in educational institutions.

Thanks to my expertise in plurilingualism, I could play a key role in the vision of the new university that could enhance Canada's great linguistic wealth and turn the country into a centre of innovation in curriculum development, teaching and, a fortiori, economic and social growth. At a later stage, I could

be involved in setting partnerships between the university and others in motion, and also contribute my expertise to the creation and success of this new institution.

I am very interested in working together. The details remain to be determined and I am available to discuss further details.

Yours,

A handwritten signature in cursive script that reads "Enrica Piccardo".

Enrica Piccardo, PhD
Associate Professor
OISE, University of Toronto
252 Bloor Street West
Toronto ON M5S 1V6
CERLL Centre Head

Associate Professor
Université Grenoble-Alpes FRANCE

Montreal, May 30, 2017

Ms Dyane Adam, Ph.D., C.M.
Chair
Planning Board for a French-language University
2 Carlton St., Suite 1310
Toronto ON M5B 1J3

Re: **Support for the Board and the implementation team**

Dear Professor Adam,

I am very grateful and honoured to have welcomed you to our Hybridlab research laboratory recently to discuss pedagogy, university design, use of new technologies in education and remote education. Due to my academic expertise in the field of creativity and design, it would be my great pleasure to support the Planning Board and eventually join the implementation team. I could assist in the design of the university and its creative and training spaces, the settings of which will be crucial to carry out its research and teaching missions focused on experiential pedagogy, co-creation, collaboration, creativity, digital technology and decentralization. I am greatly attracted by the opportunity of participating in the design of a new university, which will deal with the new challenges of knowledge creation and the quality training of new generations of highly qualified Ontario and Canadian workers and researchers.

It will be my pleasure to share my experience and expertise in the development of advanced techniques on the creative process, particularly co-design and innovative technologies for teaching. This future university calls for a creative approach and digital technology that cuts across every institution, without being limited to a few creative and technological faculties. Both those elements should be considered in the curricula, the organization and the built space of this new institution.

Breakthrough innovations will be generated in every field, while also making a place for the creation of startups supported by research advances. You will need advanced digital tools in the classrooms to connect and immerse all the stakeholders of knowledge creation, in every discipline, with partner institutions around the world. The new classroom must become an enhanced space that promotes international and remote collaboration where the students are, working with multidisciplinary groups also located in the institution. In addition, the professors would be asked to take a new, more horizontal approach so as to allow a better transfer of tacit and explicit knowledge and co-create new knowledge, working together with the students and collaborators.

All the expertise we have developed at Hybridlab on fundamental research in design, innovative digital design and entrepreneurship will support the Planning Board and the implementation team of this new university. In terms of entrepreneurship - because we think that any knowledge can be synthesized in innovative solutions that must be transferred to society - this new university will also become an economic and social engine for Ontario and Canada.

Yours truly,

Tomás Dorta, Ph.D.

Full Professor

Director of Design Research Laboratory

Hybridlab

Université de Montréal

Faculty of Design and Planning

School of Design

Telephone: 514 343-6111 extension 5010

Fax: 514 343-5694

tomas.dorta@umontreal.ca

<http://www.hybridlab.umontreal.ca>

<http://www.hyve3d.com>

Faculté des arts et des sciences (Faculty of Arts and Sciences)

École de bibliothéconomie et des sciences de l'information
(School of Library and Archival Sciences (Information Sciences))

Montreal, May 29, 2017

Dyane Adam, Ph.D., C.M.

Chair

French-language University Planning Board

Toronto ON

M5B 1J3

Dear Ms Adam,

As Canada Research Chair in the Transformations of Scholarly Knowledge, Scientific Director of the Érudit platform, Assistant Scientific Director of the Observatoire des sciences et des technologies, Regular Member of the Centre interuniversitaire de recherche sur la science et la technologie, and Associate Professor at the École de bibliothéconomie et des sciences de l'information at the Université de Montréal, I am considered one of the specialists in the study of the processes by which researchers create and disseminate new academic knowledge. More specifically, my work covers infometric research methods and their application in the evaluation of research, scientific policies, higher education and sociology of science. I am particularly interested in the evolution of technologies and their effects on research practices and the ways knowledge is disseminated.

Your project for creating a new Francophone university in Ontario particularly appeals to me and arouses my enthusiasm. It is so exceedingly rare to have the opportunity to think about creating new institution of higher education and all the different infrastructure it will need to operate efficiently, such as the library, collections and archives. I have advised many universities on managing their collections of periodicals and subscribing to documentary databases - to give only two examples - but I have not yet had the chance to advise a board that could build a whole new university, born in the digital era. It will be my great pleasure to advise you on planning the documentary infrastructure, subscription to databases, purchasing of books and collections, startup funds, and the policies related to the dissemination of knowledge. In particular, as Scientific Director of Consortium Érudit, it will be my great pleasure to support your team in creating a totally open access online Francophone journal.

P.O. Box 6128, Downtown Station,
Montreal QC H3C 3J7

It will give me great pleasure to assist you in making this new Francophone university a 21st century university. To succeed in creating a cross-disciplinary university open to the world you have to choose the right documentary resources from the outset and guide the new professors and researchers in research and publishing practices that will meet their goals.

Yours truly,

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, likely representing the name Vincent Larivière.

Vincent Larivière, Ph.D. Associate Professor,
Canada Research Chair in the
Transformations of Scholarly Knowledge,
EBSI-Université de Montréal

Scientific Director,
Consortium Érudit

Assistant Scientific Director,
OST-CIRST-UQAM

Dyane Adam, Ph.D., C.M.,
Présidente/ Chair
Conseil de planification de l'université de langue française /
French Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, ON
M5B 1J3

Montreal, June 1, 2017

Re: Support for the Board and the implementation team

Professor Adam,

It was a pleasure for me to talk to Professor Luckerhoff about the creation of a French-language university in Ontario. As director of the Communications Department at Université de Montréal, I have offered to continue discussions about the "digital culture" niche that you wish to create in this new university and about research and teaching partnerships we could establish.

My research deals with the history and sociology of science and technology and, more specifically, since 1990, with the history and sociology of cyberculture. I am also interested in media theory and media arts.

My colleagues and I have recently created a new advanced graduate diploma (AGD) that is directly related to the niche you are planning to develop: an AGD in media, culture and technology. This program establishes a dynamic dialogue among certain conceptual issues related to media communications and contemporary practices in professional, associative, community, artistic and activist settings. It examines the classic media communications problems from seven perspectives: the history, change and "novelty" of technologies; transmission, "effects" and persuasion; interfaces, design and interactions; public

PO Box 6128, Downtown
Montreal, QC H3C 3J7

space, engagement and contention; intermediality; usage, audiences and reception; and circulation, recycling and contagion.

In this program, the students take courses on media and mediation, cultural studies and communication technologies. They complete the diploma with an integration project (6 credits) or an internship (9 credits). With the creation of this advanced graduate diploma, our department has become the leader in media, culture and technology studies in the Francophone world.

It is therefore my pleasure to offer my agreement in principle for our department, with the participation of the competent authorities of the Faculty of Arts and Sciences (to which my department belongs) and the Vice-Rector's Office for International Affairs and the Francophonie, to continue to consider partnerships with this new university.

Sincerely,



Thierry Bardini
Full Professor and Director

PO Box 6128, Downtown
Montreal, QC H3C 3J7

Érudit

Dyane Adam, Ph.D., C.M.
Présidente / Chair
Conseil de planification de l'université de langue française /
French Language University Planning Board
2 Carlton St., Suite 1310
Toronto ON
M5B 1J3

June 1, 2017

Dear Ms Adam,

Érudit, which offers centralized access through its search platform to high-level content in over 30 humanities and social science disciplines, wishes to support the project for creation of a French-language university in Ontario. As North America's leading disseminator of Francophone resources in humanities and social services, Érudit is very pleased to note the dynamism of the team that is working actively to create such a Francophone academic institution, which will influence the economic, social and cultural development of La Francophonie, both in Canada and internationally.

The academic and cultural publications that Érudit disseminates on its platform are reaching a wide Canadian and international audience. Over 21 million academic and cultural documents were consulted in 2014 on erudit.org in more than 200 countries around the world. We have given ourselves the mandate of promoting French-language academic publications internationally, in addition to emphasizing open access dissemination and developing new search and data mining tools for researchers.

We also consider that the creation of a cross-disciplinary digital journal with totally open access, edited by the professors of this new university, could enhance this new institution's influence, disseminate scientific research results and consolidate an inter-disciplinary or cross-disciplinary network of interested researchers.

If you like the idea, Érudit could also support the Acting Principal and the first professors in creating such a journal, which would include the university's areas of specialization: human pluralism, the globalized economy, digital culture and the urban environment. A first issue published before the first programs are launched would also position the university among research networks from the outset. This journal could also prove an attractive way of recruiting professors interested in research and publication.

Open access provides much wider dissemination, which means greater access to knowledge, but also greater influence for the institution through the journal. As you will see from the estimate attached to this letter, the production costs are lower than those of paper books or paper journals.

Hoping this promising creation plan materializes and receives the support it deserves,
Yours truly,

A handwritten signature in black ink, appearing to read 'Tanja Niemann', with a horizontal line extending to the right.

Tanja Niemann
General Manager, Consortium Érudit



Dyane Adam, Ph.D., C.M.
Chair
Conseil de planification de l'université de langue française /
French Language University Planning Board
2 Carlton Street,
Suite 1310, Toronto, ON
M5B 1J3

Montreal, June 4, 2017

Re: Support for the Board and the implementation team

Professor Adam,

We are pleased to have had the opportunity to discuss this important project of establishing a French-language university in Ontario with you and your team. Your plan to create a digital culture hub is admirable. This will allow for the planning of teaching and research in a landscape of changing theories and practices in media arts, design and technology.

As professors at UQAM École des médias and as co-directors of the Hexagram strategic cluster and the UQAM Hexagram Institute, we would like to present a few suggestions and recommendations. It is with great pleasure that we offer our assistance to the implementation committee.

The Hexagram strategic cluster is made up of 100 or so regular members and over 150 graduate student members from its two main research antennas at Université du Québec à Montréal (UQAM) and Concordia University. Researchers from Université de Montréal, École de technologie supérieure (ÉTS), Université du Québec à Chicoutimi (UQAC), McGill University and several European universities and research centres are also members. This network collaborates closely with companies and arts and cultural organizations located in Quebec, Canada and throughout the world.

The 2014–2020 research program is centred on three axes: 1 - the senses, embodiment and movement; 2 - materiality; 3 - ubiquity. The network includes researchers in sociology, art history, anthropology, game studies, philosophy, media studies and communications.

We believe it would be interesting if the new French-language university were to collaborate with such an international network that has always been dedicated to research and creation.

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RÉSEAU INTERNATIONAL DE RECHERCHE-CRÉATION EN ARTS MÉDIATIQUES, DESIGN, TECHNOLOGIE ET CULTURE NUMÉRIQUE

INTERNATIONAL NETWORK FOR RESEARCH-CREATION IN MEDIA ARTS, DESIGN, TECHNOLOGY AND DIGITAL CULTURE

hexagram.ca

v2015.05.01


Given that the majority of researchers at Concordia University work in English while French is favoured by all researchers at UQAM, we propose a privileged partnership with Hexagram UQAM which is both an institutional research-creation centre and one of the two main hubs of the Hexagram strategic cluster.

UQAM is seen as one of the most influential academic institutions in communications in the Francophonie. Graduates of the École des médias have become some of the most prominent creators and communicators in Quebec society. The École des médias offers six bachelor's degrees, seven master's degrees with a concentration and a doctoral program. The faculty receives almost 2,000 applications for admission every year.

It would be possible, in particular, to establish a partnership for the collaboration and development of joint research and research-creation projects, to contribute to the creation of an institutional research centre in your university and eventually integrate it into our network and to offer expertise in the development of new platforms for developing and sharing skills and know-how.

The École des médias teaching approach has, over the years, been centred on innovation through adopting a socioconstructivist formula tailored to the specifics of teaching digital media. This formula, which has evolved constantly over the past two decades, has proved its merit. Professors in this sector would be happy to work with you to develop a specific teaching framework for your French-language university. This project-based teaching approach linked to the private sector is applicable to both undergraduate and graduate levels.

Sincerely,



Jean Décarie, Professor, UQAM École des médias, Director,
Hexagram research/creation centre, Université du Québec
à Montréal, École des médias
405 Saint Catherine Street East, Suite J-3170, Montreal,
Quebec decarie.jean@uqam.ca



Éric Létourneau, Professor, UQAM École des médias, Co-director
and Hexagram strategic cluster researcher 1455 De Maisonneuve
Boulevard West, Suite EV 11.455 Montreal, Quebec H3G 1M8,
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hexagram.ca



Dr. Dyane Adam, Chair
French-Language University Planning Board
2 Carlton Street, suite 1310
Toronto, ON M5B 1J3

22 June 2017

Dear Dr. Adam,

On behalf of the Milieux Institute for Arts, Culture and Technology at Concordia University, I am very pleased to submit this letter in support of the work done by the French-Language University Planning Board and to confirm our willingness to explore the possibility of collaborating with this new university once the process of creating it has begun.

In general, The Milieux Institute is happy to see that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognizes the importance of developing French-language postsecondary education in Central Southwestern Ontario. We are very excited by the prospect of contributing to the success of this new university.

Our discussions with you have led us to believe that our organization could be an interesting partner to the French-language University, and we are eager to examine possible collaborations that will support the new university in its very important mission for Ontario and for Canada.

Located on the Concordia campus in downtown Montreal, the over 120 students, staff and faculty at Milieux work with collaborators and partners from across Canada and the world at the intersection of digital arts, culture and technology. Our main focus is on creative and critical articulations of new technologies and the production of tangible, playable and accessible research that can generate new meaning and inform participation, engagement and innovation across culture, economy and civil society.

As such we are interested in partnering with institutions with compatible interdisciplinary structures and visions. Milieux breaks down barriers that have separated researchers, designers and artists in the university to work with students, communities, industry and the cultural sector to explore new solutions to pressing problems through core research on the interaction between people, technologies and culture. We have two floors of open studios and labs that facilitate the flow of people, materials and ideas across such diverse domains such as interactive textiles, digital games, indigenous futures, media history, photography and digital imaging, performance and immersion, and disability studies. In between, are spaces for impromptu meetings, visiting artists and scholars, workshop and project rooms, art installations and exhibitions. The configuration of Milieux is unique in Canada and we have a staff and operational structure that can enable projects at different scales and in radically



different timeframes that are well suited to collaboration in the form of shared research projects, student and faculty exchanges, joint workshops and distance learning.

We remain open to discussing things further with you, but we can already confirm our interest to collaborate with the French-language University along parameters that will be determined in due course once the university's administration is in place.

Sincerely,

A handwritten signature in black ink, appearing to read "Bart Simon".

Dr, Bart Simon, Director
Milieux Institute for Arts, Culture and Technology
1515 Rue Sainte-Catherine W.
EV Building, 11.455
Montréal, Quebec, Canada
H3G 2W1

bart.simon@concordia.ca
<http://milieux.concordia.ca>



Office of the President and Vice-Chancellor

June 16, 2017

Dr. Dyane Adam
Chair
French Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Dr. Adam,

It's a pleasure to write in support of your project to define a new French-language university in the province of Ontario. I am writing to convey here the gist of the advice I offered when you visited us at Concordia University as part of your consultation process.

Effectively, I counseled that any proposal putting forward the idea of a new university in the province of Ontario should aim first of all to create something vitally new. As I said then, if the aim is simply to reproduce French-language universities, the province already funds Glendon College at York University as well as bilingual institutions like the University of Ottawa and Laurentian University.

So I urged that any such proposal to be drafted be indeed bolder and make an overall contribution to higher education in Canada that would privilege learning opportunities not to be found elsewhere, including I suppose in the province of Québec.

These might include new structures for teaching and learning that focus fundamentally on experiential learning, problem-based learning, digital learning, and so forth.

.../2

1455 De Maisonneuve Blvd. W., GM 801, Montreal, Quebec, Canada H3G 1M8
Tel 514-848-2424 ext. 4868 Fax 514-848-4546 www.concordia.ca

To create a new university from whole cloth is in our era an extraordinary opportunity and a rare one. So it would be imperative to design something that looks fundamentally different from all the universities already supported by taxpayers in Ontario.

I pointed to work done at Arizona State University by President Michael Crow and his team. Their work has recently been encapsulated and published in his new book, *Designing the New American University*. Not to be put off by the American-centricness of the title, he and his team have worked to transform Arizona State University from a mid-sized regional institution into an international superstar. Their focus has been on experiential learning, interdisciplinary learning, and cultivating very deep and rich engagement from the private, public and para-public sectors in terms of research opportunities.

Given all of my own interests in the future of higher education, I can think of no better source to inspire us all to think about how to pursue high-quality, research-focused learning experiences for students that have at their center the principles of excellence, inclusion, and affordability.

I hope in the future to have an opportunity to review your proposal now that your consultations in the first phase have come to their conclusions.

With very best wishes.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Alan Shepard', written in a cursive style.

Alan Shepard
President



Dyane Adam, Ph.D., Member of the Order of Canada
President/ Chair
Conseil de planification de l'université de langue française
French Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario
M5B 1J3

Trois-Rivières, June 2, 2017

Subject: Letter of support and service offer

Dear Dr. Adam:

It gave me great pleasure to present my opinion, at the request of Professor Jason Luckerhoff, on the niche that will be developed within the new French Language University in Ontario in the field of management and economics in the context of globalization.

I am a Francophone who studied in Quebec and British Columbia and am currently an Associate Professor in the Department of Economics at the University of Windsor, Ontario. I have also taught in both English and French in New Brunswick, Ontario and Quebec so I am aware of the significant differences in the fields developed by Francophone and Anglophone researchers in economics, management sciences and public administration. Through my work experience, I have gained extensive knowledge of the community's expectations of Francophone graduates and the research needs and issues that are not being sufficiently studied. I held the titles of Senior Economist at the Competition Bureau, Managing Director and Chief Researcher at the Canadian Institute for Research on Public Policy and Public Administration, and was the Vaughan Chair in Regional Economics at the University of New Brunswick, Fredericton.

Thanks to my research expertise in managerial economics, industrial organization, applied econometrics, regulation and antitrust, economic analysis of law and welfare economics, I would be pleased to advise the first principal of this new university on the development of a vibrant niche in business innovation, entrepreneurship, mergers and acquisitions, performance management practices in SMEs, public economics and public administration.

1

UQTR



Université du Québec
à Trois-Rivières

Having collaborated with several academics from the Rotman School of Management, Queen's University and other Ontario establishments, I have a good knowledge of the academic community in Toronto and can therefore say that there is a real need for training: specialized intensive training, for example.

Thus, I wish to offer my services in the preparation of such courses in my field of expertise, and in delivering the training in the new university.

Yours truly,

Marc Duhamel, Ph.D.
Professor
Department of Finance and Economics
Management school
and
Research Institute for small to medium-sized business
Université du Québec à Trois-Rivières
3351 des Forges Boulevard
PO Box 500
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Department of Finance and Economics

Dyane Adam, Ph.D., C.M.
Présidente / Chair
Conseil de planification de l'université de langue française French
Language University Planning Board
2 Carlton St., Suite 1310
Toronto ON
M5B 1J3

Trois-Rivières, May 30, 2017

Re: Support for the Board and the implementation team

Dear Dr. Adam,

As an Associate Professor of Finance and Director of the MBA and M.Sc. programs at the Université du Québec à Trois-Rivières, I manage 200 students enrolled in the Master's program at UQTR and nearly a hundred enrolled in the decentralized MBA programs. In 2013 I initiated and contributed significantly to the implementation of the MBA Program, SME Management Option, in Vietnam in partnership with the Vietnam University of Commerce (VUC), which accommodates nearly 21,000 students. I also co-initiated and contributed significantly to the signing in 2016 and the implementation in 2017 of the MBA Program, Project Management Option, in Madagascar. I also contributed significantly to the signing in 2016 and the implementation in 2017 of the MBA Program, Project Management Option, in Cameroon and the MBA Program, SME Management Option, in Senegal. I am currently finalizing two double Master's degree projects with Brest Business School and IAE de Tours in France.

It is due to my experience in decentralizing programs both internationally and in La Francophonie, that Professor Jason Luckerhoff asked to meet me to discuss your project for creation of a Francophone university in Ontario.

Page 1 of 2



Department of Finance and Economics

Not only will such a university be able to accommodate Ontario Francophones and contribute actively to the social and economic development of Franco-Ontarians, but it will also be able to participate in the international development of La Francophonie. It would be my great pleasure to help you not only in accommodating international students, but also in decentralizing some of your programs to extend to several countries of La Francophonie.

I hold a Doctorate in Business Administration and a CPA certificate from the *Ordre des comptables agréés du Québec*. I have taught courses in financial management, in-depth financial analysis, financial valuation, corporate finance, business diagnostics and value creation for the past 13 years. I am a Guest Professor in the MBA program offered by UQTR in Morocco and at Sup de Co Dakar in Senegal and at the Institut Universitaire catholique Saint-Jérôme de Douala. Before beginning my university career, I acted as an accounting and financial manager in SMEs and in a petroleum industry multinational in Cameroon. I interned in audit and corporate finance firms in Cameroon and France.

It would be my great pleasure to give you the benefit of my experience in internationalization and, very concretely, help you as an expert to recruit internationally and decentralize your programs.

Yours truly,



Dr. Théophile Serge Nomo

Associate Professor of Finance

CPA, CGA

Director, MBA Program

Founder and Co-director of Laboratoire de recherche LARIDEPED

Scientific Director of the Program in DIAGNOSIS AND RESTRUCTURING OF CAMEROON

MANUFACTURING SMES

Université du Québec à Trois-Rivières

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Room 3021 Ringuet

Page 2 of 2



Dyane Adam, Ph.D., Member of the Order of Canada
President/Chair
French Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Trois-Rivières, May 30, 2017

Subject: Letter of support and service offer

Dear Dr. Adam:

I am a Professor of Economics at the *Université du Québec à Trois-Rivières* and a researcher at the *Institut de recherche sur les PME*. My interests include international trade, internationalization of SMEs, regional economic development, economics of wine and spirits distribution, as well as European economics and business.

I have a doctoral degree in Economics from the *Université catholique de Louvain* in Belgium and a bachelor's degree in European Studies from the *Institut des Hautes Études Européennes* in Strasbourg. I lived in Europe for several years and taught in the country of Georgia, located in Central Asia.

I have conducted economic analyses for institutions such as Canada Economic Development and the *Caisse de dépôts et de placement et Investissement-Québec*.

I believe that there is insufficient research being conducted on certain management and economic issues, most specifically the internationalization of SMEs, not just from an export perspective, but also with regard to importing, international subcontracting and international cooperation. Along the same lines, concrete management and operating processes associated with the export activities of SMEs also remain under-researched. From a teaching and training perspective, we sense a need among companies for practical training on these processes, but also more generally, for understanding foreign markets, geopolitics and international cultural differences.

I am delighted by the fact that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of developing French language post-secondary education in Central Southwestern Ontario. Furthermore, I am enthusiastic about the idea that an innovative economics/management niche could be developed, in relation to the internationalization of companies, both from an analytical and practical perspective, not only as a component for training and teaching, but a field of research as well.



It would be my great pleasure, once the university opens its doors, to prepare content for both intensive courses and distance learning courses.

Kindest regards,

Frédéric Laurin, Ph.D. (Economics)
Economics Professor | Management School
Researcher, *Institut de recherche sur les PME*
Université du Québec à Trois-Rivières
3351 Boul. des Forges, PO Box 500
Trois-Rivières, Québec G9A 5H7 CANADA
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June 2, 2017

Dyane Adam, Ph.D., C.M.
Présidente/ Chair
French Language University Planning Board
Conseil de planification de l'université de langue française
2 Carlton Street, suite 1310
Toronto (ON) M5B 1J3

Dear Chair Adam,

It was a pleasure to meet with Jason Luckerhoff for an individual interview in which I was asked to offer my views on the proposed creation of a French Language University in Ontario. As a management professor at UQTR (Université du Québec à Trois-Rivières) and more specifically, as a specialist in strategic management, change management, action learning, and discourse analysis, I am both pleased and honoured to offer my contribution to the proposed "Globalized Economy" module. I find it particularly interesting that the French Language University is defined from the start as a transdisciplinary institution. This view stems from my own transdisciplinary academic and business career.

I started my post-secondary education with a Bachelors degree in English literature at the University of Montreal, followed by a Masters degree in applied linguistics at Concordia University. After a few years on the labour market as a language instructor and language planning consultant, I decided to re-orient my career towards the business world and completed an MBA in international marketing at HEC Montreal. In the following years, I held a number of executive positions in finance, marketing and general management. After several years in the business world, I decided to pursue a doctoral degree in discourse analysis and management at HEC Montreal. My dissertation can legitimately be considered as a transdisciplinary contribution to management science because my work rests in equal proportions on linguistics and management sources. In particular, my thesis provided a practical as well as theoretical demonstration of the contribution of discourse analysis and linguistics to the theory and practice of management.

I started my teaching career as an ESL (English as a second Language) Instructor in the Continuing Education division at Concordia University. I then moved on as a lecturer in linguistics and translation at the UQTR and the U of M. After completing my MBA, in parallel with my business career, I became a lecturer in management at HEC and ENAP (École nationale d'administration publique). Upon completing my PhD, I was hired as a strategic management professor at the UQTR. In that capacity, I developed eight new courses in the fields of entrepreneurship, strategy, SME management, change management, and academic writing. I also served as program director in our Change Management program and as assistant director in our MBA and Public Security programs. During these years, I was invited as a visiting professor in a number of international institutions including ESIG (École supérieure internationale de gestion) and Hassan II University in Morocco, the state universities of Coahuila, Guanajuato, Hidalgo, and UNIVA (Mexico) as well as HEIG-Vaud, Switzerland.

Throughout those years, I developed a major interest in a pedagogical approach based on Experiential/Action Learning. My professional/business experience at the Quebec Department of Intergovernmental Affairs, Scotia Bank, Solac Industries and its subsidiaries in Mississauga (Ontario), Paris (France), Melbourne (Australia) and Solmer Marine (Gaspé) have allowed me to start my own business consulting firm (Semiotix Management Consultants) because I had the experience, knowledge and skills needed to offer sound advice and counselling to a broad array of small and large organizations.

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uqtr.ca/ecoledigestion

Throughout my career, finally, I have had the opportunity to acquire a significant international experience, be it as a manager, a professor or a consultant. In one capacity or another, I have worked in or with a number of countries including Austria, Belgium, Cameroon, France, Germany, Ivory Coast, Mexico, Morocco, Spain, Switzerland, USA, UK and Viet-Nam. These experiences have led me to understand that there is far more to the success of a given endeavour than the mere application of technical knowledge. Regardless of the project, country, culture or language, success is first and foremost a function of hard work coupled with and in-depth understanding of the human factors involved which, by definition, are transdisciplinary.

In sum, my academic and business experience allowed me to appreciate fully the relevance and soundness of your proposed approach for this new French Language University. This approach will ensure the successful dissemination of knowledge, know-how, competencies and skills among the Ontario French language community. This approach allows for a tangible contribution to the development of the community, while offering students a rich and relevant learning environment.

In view of the above, I am pleased and honoured to offer my contribution to the development of the Globalized Economy module at the Ontario French Language University. Once the university has been created, I will also be honoured to offer whatever contribution I may make to its successful development.

Looking forward to working with you and your committee towards the successful accomplishment of this great project,

Yours truly,



André Cyr, MBA, Ph.D.
Professor of Strategic Management
École de gestion
Université du Québec à Trois-Rivières

June 12, 2017

Dyane Adam, Ph.D., C.M.
Chair
French Language University Planning Board
2 Carlton Street,
Suite 1310, Toronto, ON
M5B 1J3

Dear Ms. Adam:

It was a great pleasure to offer my opinion about the project to create a new Francophone university in Ontario. As a full professor of strategy and director of the EMBA and MBA programs at HEC Montréal, I could facilitate partnership discussions with HEC Montréal and, as a consultant, contribute to the development of this university. I find it especially relevant that this new university is embracing a transdisciplinary perspective and that the structure will be defined without departments.

I hope to be able to offer this new university my experience teaching strategy and international management in executive, graduate and MBA programs in North America, Europe and Asia. I work using the case study method, which is connected to the experiential pedagogy you are proposing for this new institution. The quality of my teaching has been recognized many times, and I received the Professor of the Year award four times.

As a researcher, I am interested in business growth strategies, particularly through mergers, acquisitions and strategic alliances. I have published works in many international journals, including *Journal of International Business Studies*, *Sloan Management Review*, *Journal of Business Research*, *Organization Studies*, *Management International Review*, *Gestion*, *Management international*, *Journal of High Technology Research* and *Advances in International Management*.

I also serve as a consultant with many businesses in the private and public sectors. I coach the senior management of these businesses and organizations in their strategic thinking process.

It would be a pleasure for me to help the founding rector reflect on the creation and development of this new institution, to the extent of my capacities.

I look forward to working with you and your committee on the implementation of this ambitious project.

Sincerely,



Louis Hébert, Ph.D.
Professor of strategy
Director, EMBA and MBA programs (514)
340-6334



DEPARTMENT OF INTERNATIONAL AFFAIRS

June 22, 2017

Subject: Creation of a French-Language University

Ms. Dyane Adam
Chair
Planning Board

Dear Ms. Adam:

It is with great interest that we learned of your project aimed at creating a French-language university in Ontario from the Planning Board that you chair, which will strengthen ties between Ontario and the International Organization of La Francophonie. The signing of a trade agreement by Canada and the European Union will also lead to more possibilities for exchange and lead to increased educational needs, which our universities will have to address.

The Sorbonne Nouvelle values multiculturalism and intercultural dialogue, which are both intrinsically linked to multilingualism. Therefore, we support this new initiative to foster the practice of French across several levels of studies and to boost multilingualism. Despite the protectionist trend that has affected both Europe and the Americas, we believe it is essential that we promote openness to different cultures and languages via educational policies. We believe this is beneficial not only to the students, but to our society and organizations they will work for.

Among the major structural axes that you propose for the organization of the new university, the Sorbonne Nouvelle is particularly interested in the themes of “human plurality” and “digital cultures.” Our university is currently exploring the plurality of

languages and cultures through various channels in our Literature, Modern Languages and Civilization, and Arts and Media training and research units). Our university has also invested in digital technologies, which will revolutionize our approach to Humanities and lead to new interdisciplinary dialogue—between linguists, anthropologists and computer experts for instance. Francophonie is highly valued in Sorbonne Nouvelle. We go further than teaching the French language and linguistics. We also research historical and geopolitical aspects.

Our university has a long history of collaboration with Canadian institutions and so we are in a position to contribute to your initiative. We envisage the signing of cooperative framework agreements in the fields of research and training, teacher exchanges and student mobility. This would ensure that the French-Language University has a network of Francophone universities.

We hope that this new French-Language University will be a great success and welcome any questions about a potential partnership.

Yours sincerely,

VICE-PRESIDENT
DES AFFAIRES INTERNATIONALES

Sébastien VELU



Université Sorbonne Nouvelle-Paris 3
Department of European and International Affairs
13 rue de Santeuil — 75231 Paris cedex 05
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May 30, 2017

Pr. Bertrand Legendre,
Director of LabEx ICCA

To

Dyane Adam
Présidente/ Chair
Conseil de planification de l'université de langue française
French Language University Planning Board
2 Carlton St., Suite 1310
Toronto, ON M5B 1J3

The Chair,
Professor Adam,

LabEx "Industrie culturelle et création artistique" (ICCA) is constituting a renewal file and a project for creation of a university research school (entitled EURICCA) engaging support for international research and partnerships with foreign universities.

Since 2011, under the impetus of the federation of member laboratories of LabEx ICCA, this network has deployed its activities by conducting sector studies, longitudinal surveys, international comparisons and in-depth reflections on the economic and social logics presiding over the transformations of the cultural industries, the creative industries and artistic creation. It also contributes to fuel the debates and strategies of many players, particularly on national regulation models and the strategies of the content industries in relation to Web players. In this perspective, we wish to pursue our collaborations between LabEx ICCA and the Laboratoire de recherche sur les publics de la culture of Université du Québec à Trois-Rivières (UQTR).

We also wish to establish a partnership soon with the French-language University Planning Board in Ontario, in order to define partnership modes, in the context of the university research school (EURICCA), on Master's and Doctoral training concerning the themes of the cultural industries, cultural audiences, digital culture, artistic creation and recreational creation.

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More than ever, the necessity is being felt to strengthen the conjugation of objectives related to the needs of international scientific research and those more directly related to the industrial sectors concerned. What is at stake in this necessity is both the understanding of the transformations at work in the organization and engineering of these subsectors, the prospective analysis of audience practices, and the relevance and capacity for innovation of the related training. The articulation of these three factors at the international level is the challenge EURICCA wishes to seize to meet the need for high-level specialists in these fields. We intend to carry out this project, while contributing to the development of the training prefiguration project conducted by the French-language University Planning Board in Ontario.

I remain at your disposal.

Best regards,

Bertrand Legendre Labex ICCA,
Director
legendre.bertrand@wanadoo.fr

A handwritten signature in black ink, appearing to read 'Legendre', with a horizontal line extending from the end of the signature.

Southwestern University

June 12, 2017

Dr. Dyane Adam
French-Language University Planning Board
2 Carlton Street, suite 1310
Toronto, ON M5B 1J3

Dear Dr. Adam,

On behalf of the Paideia Program at Southwestern University in Georgetown, Texas, I wish to support the work done by the French-language University Planning Board and confirm our willingness to share our experience with the Paideia Program. Within that project, we are examining pioneering and successful models of program development and delivery.

We have shared with Professor Luckerhoff that because life is interconnected and interdependent, education must be integrated and interdisciplinary. Paideia is an integrative educational model that supports students as they explore the complexity of real life problems. They are invited to integrate multiple viewpoints and perspectives from engaging in rich, varied experiences. We encourage faculty and students to explore beyond disciplinary boundaries. We want them to understand complex issues through unique interdisciplinary understandings.

We believe that education must be intentional and that it centers on guided understanding of substantive issues or problems central to the human condition and posed as interdisciplinary, thematic questions. Paideia helps connect classes and departments in ways that would not have been thought possible.

At Southwestern University, we believe that the liberal arts must extend beyond a prescribed set of courses and experiences to include all we do. In structuring the academic curriculum, Southwestern University believes that all courses must contribute in a vital way to a liberal arts education. A liberal arts approach to teaching and learning requires that faculty in all disciplines provide courses that encourage students to challenge their own assumptions about the world and to become individuals who are capable of self-reflection and critical analysis and who are passionate about continued learning throughout their lives. A liberal arts approach requires that individual courses be placed in the context of the discipline, in relationship to other disciplines, and in relation to the liberal arts in general, such that students come to understand the essentially integrative nature of the liberal arts.

Southwestern's Paideia Program centers on making connections between different ways of knowing and understanding complex issues, between academic coursework and campus life experiences, and between one's own life and world issues. Paideia encourages students to explore the complexity of life's challenges through integrating multiple viewpoints and perspectives and by engaging in intensive, varied experiences.

P.O. Box 770 • Georgetown, Texas 78627-0770
512.863.6511 • www.southwestern.edu

All Southwestern students participate in Paideia experiences throughout the curriculum. The First-Year or Advanced-Entry Seminar introduces students to the practice of making connections, with a special focus on incorporating perspectives from multiple disciplines. All other courses explicitly acknowledge the connections between ideas within their own course material; many will point to intersections with other courses. In the required Social Justice course, students connect their learning to issues of diversity and inequality. All majors include an opportunity to consider how various skills and ideas connect across the department or program and culminate in a Capstone experience. In addition to the integrated Paideia experiences, Southwestern encourages students to choose a more intensive Paideia path that includes elements above and beyond the graduation requirements for all students. Any student who is selected to participate and successfully completes both a Paideia seminar *and* one of the other two approved intensive Paideia options will be recognized as having achieved *Paideia with Distinction*.

Students who experience such a liberal arts education should become literate, informed and critical persons capable of making the world more humane and just. To accomplish this goal, students should gain in-depth knowledge of a discipline through engagement in the rigorous study of a major field. Equally important, students should acquire a breadth of knowledge across a range of disciplines that allows them to learn from a variety of perspectives and that provides the opportunity to explore the ways in which disciplines interact and intersect in the formation of knowledge.

Through collaboration, participation in civic engagement activities, intercultural experiences and undergraduate research, students form new solutions. They integrate their knowledge, employ high-level problem solving skills and engage in deep learning.

It will be a pleasure for us to continue sharing with the French-language University Planning Board and eventually with the new university once the process of creating it has begun.

We remain open to discussing things further with you, but we can already confirm our interest to collaborate with the French-language University along parameters that will be determined in due course once the university's administration is in place.

Sincerely,



Dr. Alisa Gaunder
Dean of the Faculty
Professor of Political Science



May 25, 2017

Dr. Dyane Adam
President
French Language University Planning Board
2 Carlton St, Suite 1310
Toronto (Ontario) M5B 1J3

Dr. Adam,

It is my pleasure to inform you with the present letter that we are ready to confirm our support to the French Language University Planning Board and to become a partner from the beginning of the planning stage of this university.

Mitacs is happy to see that the government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of French language post-secondary education in the central and southwestern parts of the province. We are thrilled by the idea of contributing to the success of this new university.

Our exchanges with you convinced us that our organization could be a valuable partner and we are ready to examine collaboration options with this new university, in order to support you in this important initiative, both for Ontario and the whole of Canada.

Mitacs is a national, non-profit research network that brings together academia, industry and the public sector through research and training initiatives to develop cutting edge tools vital to the knowledge-based economy. Our programs focus on attracting, training and deploying a new generation of young Canadian researchers through activities such as our well-established Accelerate program that supports graduate and post-doctoral research internships, and our Elevate program for industrial post-doctoral fellowships.

Mitacs plans to offer support to the new French Language University in the following ways:

- Affiliated researchers and their students will benefit from Accelerate internship program that offers funding for collaborative research projects between university and partner organizations, while providing an opportunity for postdoctoral interns and students to spend more time with their research partner. Mitacs Business development representatives will be available to facilitate the collaboration with industry partners.

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405 avenue Ogilvy
Bureau 101
Montréal, QC, H3N 1M3

● Toronto, ON
Banting Institute, University of Toronto
522 – 100 College Street
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● Vancouver, BC
Suite 301 – 6190 Agronomy Road
University of British Columbia
Vancouver, BC V6T 1Z3



- Subject to funds availability, Mitacs will provide financial support by means of its research internship programs, following Mitacs' program criteria and evaluated by peers. We anticipate that for the first five years following the creation of French Language University, Mitacs will contribute approximately \$750 000, equivalent to 10 Accelerate research internships per year.
- The researchers will also gain access to Globalink program, which offers the possibility of bilateral collaborations with Canadian and international Mitacs partners to undergraduate and post-graduate students.
- Possibility to create a partnership in order to have a joint position of Business Development Specialist, that would be part of the Mitacs business development team and who would be based in the French Language University and work for its benefit.

We remain open to further discussions and reaffirm our interest in collaborating with you.

With kind regards,

Alejandro Adem
Chief Executive Officer and Scientific Director,
Mitacs Inc.

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June 21, 2017

Ms. Dyane Adam,
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

**Subject: Partnership with the future French-Language University
for Central and Southwestern Ontario**

Dear Ms. Adam:

The Information and Communications Technology Council (ICTC) is very interested in the project aimed at creating a French-Language University to serve the population of Central and Southwestern Ontario, which you presented during our recent meeting. We can see that this project is aligned with our current and future initiatives, funded by the Ontario Ministry of Economic Development and Growth.

The Information and Communications Technology Council (ICTC), a non-profit organization, is positioned as a national centre of expertise in research, policy development and workforce management solutions in the information and communication technologies (ICT) field. Our mission is to strengthen Canada's strategic position in the global economy.

Thus, the ICTC would like to contribute to the success of the future French-Language University by collaborating on initiatives that align with our common goals, including the development of skills and competencies currently in demand in Canada, student employability, linking post-secondary education and industry, and business digitization (adoption of technologies) to strengthen Ontario's Francophone economic ecosystem.

During discussions, we identified two initiatives that we could begin collaborating on immediately.

1) The Work Integrated Learning Program (WILP)

The Work Integrated Learning Program (WILP) for students promotes partnerships between employers and post-secondary institutions in order to create work placement opportunities for post-secondary students in Canada. The program targets occupations in science, technology, engineering and mathematics (STEM) and business.

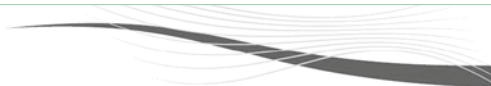
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Information and Communications Technology Council

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Under the Work Integrated Learning Program (WILP), employers who offer quality work placements to post-secondary students are eligible to receive wage subsidies through the ICTC.

Employers can receive wage subsidies of up to 50% of the wage costs for the placement of first-year students and under-represented groups, including women in STEM courses, Aboriginal students, persons with disabilities and newcomers. For further information, visit <https://www.ictc-ctic.ca/education-and-skills/>.

2) The Small Business Digitization Initiative (SBDI)

The initiative offers non-credit training for post-secondary students who are unemployed or underemployed and wish to acquire skills that are in high demand in their industry. Businesses benefit from enthusiastic and competent talent who implement intelligent and innovative technological solutions. This initiative is financed by the Government of Ontario and rolled out in partnership with Savoir-faire Linux.

The program includes 24 weeks of full-time training, including a work placement (co-op) where each participant is individually matched with a small business. The students are given the opportunity to apply the theory learned in class while solving genuine problems faced by small businesses. As a result, participants can take a leadership role in the company's digital shift, helping the business increase productivity and reach new markets. For further information, visit <https://www.ictc-ctic.ca/talent/>.

To this effect, I wish to confirm that the Information and Communications Technology Council (ICTC) is willing to create a specifically Francophone program for the entire Central and Southwestern Ontario region, in partnership with the French-Language University.

We are available to discuss details relating to the points presented above at your convenience.

I look forward to speaking with you.

Yours truly,

Namir Anani
President & CEO

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Information and Communications Technology Council

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June 22, 2017

Dr. Dyane Adam, Ph.D., C.M.
Chair
French Language University Planning Board
2 Carlton St., Suite 1310
Toronto ON M5B 1J3

Dear Dr. Adam:

Subject: Support to the Board and the implementation team

Contact North is pleased that a project to create a French-language university in Ontario is already so advanced and is eager to support this project. The mandate we were given by the Government of Ontario is to provide all colleges, universities, school boards, Aboriginal institutes and basic training providers in the province with support and services that improve access to the courses and programs offered by Ontario's public institutions. We are looking forward to working in the same capacity with the future French-language university.

Contact North was created by the Government of Ontario in 1986 and incorporated as a not-for-profit corporation headquartered in Thunder Bay. The corporation is governed by a board of directors made up of volunteer members from Ontario's colleges, universities, school boards and Aboriginal and Francophone communities. Our organization receives recurrent annual funding from the Government of Ontario through the Ministry of Advanced Education and Skills Development. Contact North provides direct services and support in English and French to students and prospective students and Ontario's 24 public colleges, 22 public universities, 9 Indigenous institutes, 76 school boards, 230 literacy and basic skills providers and 100 training providers. The organization generates 67,135 student registrations annually among partner institutions and responds to over 525,000 service requests each year.

Contact North will be able to provide the future French-language university with the same services and support as those it provides to other public postsecondary institutions. We offer five core services for students, faculty and institutions:

- Supporting 4 million Ontarians in 600 small, remote, rural, Aboriginal and Francophone communities
- Offering the studyonline.ca portal to provide students with 24/7 access to information about online and distance programs and courses
- Managing the e-Channel Portal that supports 5,000 visitors and provides information on literacy and basic skills training and student support services from public literacy and basic skills providers

- Managing the teachonline.ca portal that supports more than 250,000 visitors and provides up-to-date information for faculty and instructors teaching online and at a distance
- Offering the Student Information Hotline that enables students to connect live by phone, email or chat to get information on online and distance programs and courses, assistance with the registration process and other student services via a direct information hotline

In addition, we hope the future French-language university will join other partners of the *Politique d'aménagement linguistique* in the initiative to accelerate the uptake of learning technologies and the provision of online programs and courses in French. More specifically, we have analyzed the online courses and programs offered in French in Ontario, we have identified the innovations and best practices generated by French-language and bilingual institutions in Ontario, and we have assessed the capacity of institutions to provide online training. We would like to invite the future French-language university to contribute to the resource-sharing network and drive its own development by making maximum use of the best practices developed in the Francophone communities of Ontario, Canada and the rest of the world.

Contact North is offering its support for planning recruitment and the use of new technologies at Ontario's new French-language university. We will be happy to let you benefit from our expertise, experience and network. When appropriate, we will be able to start a dialogue with the Board and the implementation team on the parameters of the services and costs involved in our participation should a special campaign be required.

Sincerely,



Maxim Jean-Louis
President – Chief Executive Officer



211 Yonge St. 2nd Floor
Toronto, ON, M5B 1M4
ecampusontario.ca

June 16, 2017

Dyane Adam, Ph.D., C.M.
Chair, French Language University Planning Board
2 Carlton St., Suite 1310
Toronto (ON)
M5B 1J3

Dear Dr. Adam:

Thank you for taking the time on June 13 to speak with me about the proposed new Francophone University for Southwestern Ontario. It sounds like a very exciting project, and one that might benefit from a digital-first, open education strategy for all curricular materials, along with flexible delivery models to meet the needs of today's learners.

This letter expresses the support of eCampusOntario for your project. I would also like to note that the services and funding programs associated with our organization are available to all public post-secondary institutions in Ontario, and those services would also be available to the proposed new Francophone post-secondary public institution.

I have included copies of the eCampusOntario service brochure in English and French to provide you with an overview of the range of educational technology activities that we undertake with universities and colleges in Ontario. Please let us know if you would like to know more about our work. I would be pleased to do a short presentation and discussion session for your planning board members.

Sincerely,

David Porter, Ed.D.
CEO
eCampusOntario
416 569 8707
davidp@ecampusontario.ca

Toronto, May 31, 2017

Dyane Adam, Ph.D., Member of the Order of Canada
Chair, French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

Radio-Canada's mandate is to contribute to the growth and vitality of French-speaking communities in minority situations. Participating, to the best of our ability, in training a new generation of Franco-Ontarian employees who would eventually be able to work for Radio-Canada or in the Canadian Francophone media, is part of that vision.

We currently have this type of partnership with La Cité, in its journalism programs in Toronto. We are very proud of how successful this partnership has become, one that is often cited as an example for its on-the-job training component. We are prepared to undertake discussions with partners in Ontario's French-language post-secondary sector, including a proposed Ontario French-language university, in order to ultimately establish new innovative partnerships that would help us train our future employees by various means.

Kindest regards,



Pierre Ouellette
Director, Ontario Regions
Radio-Canada



June 22, 2017

Ms. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

On behalf of the Conseil scolaire catholique Providence, I want to thank the Planning Board for the consultations held on February 7 and May 25, 2017, concerning the needs and issues related to access to French-language post-secondary education in our region and also the creation of a French-language university in Central and Southwestern Ontario (CSW).

This letter serves to confirm that our school board supports the Planning Board in its vision: to considerably enrich educational opportunities in French in our region of the province and significantly expand the Francophone space.

Furthermore, the Conseil scolaire catholique Providence is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. It's clear that a French-language university will provide impetus for the retention of young Francophones in our region and boost the socio-economic and professional development of an increasingly diverse student clientele and society.

As previously discussed with you, the Conseil scolaire catholique Providence believes that the new university should:

- promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary levels;
- develop programs centred on the skills needed for the jobs of the future and on the new economy in the fields of new technologies, education (in particular early childhood education, educational technology, research on Francophone communities in CSW Ontario), health, arts, finance and entrepreneurship;
- prioritize experiential and collaborative learning approaches for students via integrated workplace programs (coops, internships, etc.) and for educators via on-site and distance-learning programs;

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télécopieur 519-673-1924

J'y crois, je m'engage!

CscProvidence.ca

- foster a dynamic and stimulating Francophone community so that young people can live in French;
- aim for excellence in programming and partnerships and ensure governance by and for Francophones.

Lastly, the Conseil scolaire catholique Providence appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of the university.

Yours sincerely,

Director General

A handwritten signature in black ink that reads "Joseph Picard". The signature is written in a cursive, slightly slanted style.

Joseph Picard

APPENDIX E: Letters of Intent from Partners in the Francophone Hub of Knowledge and Innovation of Toronto and from la Maison de la francophonie

1. Collège Boréal - dated July 20, 2017 and signed by the President, Daniel Giroux
2. Groupe Média TFO - dated June 14, 2017 and signed by the Chair /President of the Board of directors, Carole Beaulieu
3. Théâtre français de Toronto - dated May 31, 2017 and signed by the Artistic Director and Joint General Manager, Joël Beddows
4. Le Labo - dated June 19, 2017 and signed by the President of the Board of Directors, Claudette Jaiko and the General Director, Barbara Gilbert
5. RDÉE Ontario - dated June 2, 2017 and signed by the Executive Director, Pierre Tessier
6. Conseil de la coopération de l'Ontario - dated June 15, 2017 and signed by the Executive Director, Luc Morin
7. Centre francophone de Toronto - satellite - dated June 16, 2017 and signed by the Executive Director, Lise-Marie Baudry and the President of the Board of directors, Claire Francoeur
8. La Passerelle - I.D.É. - dated June 2, 2017 and signed by the Chair/President of the Board of Directors, Farah Ghorbel
9. Alliance française -satellite - dated June 22, 2017 and signed by the Executive Director, Thierry Lasserre
10. Conseil scolaire Viamonde - liaison office - dated June 12, 2017 and signed by the Chair of the Board, Jean-François L'Heureux
11. Conseil scolaire catholique MonAvenir - liaison office - dated June 21, 2017 and signed by the Chair/President of the Board, Melinda Chartrand
12. Canadian Parents for French - Ontario - dated June 8, 2017 and signed by the President of the Board of Directors Mary Cruden and follow-up e-mail on June 14, 2017 by the Executive Director, Betty Gormley
13. French for the Future - dated June 23 2017 and signed by the Executive Director, Gabrielle Frédette Fortin
14. Alain Ducasse All Seasons Hospitality – dated July 7, 2017 and signed by the Director of All Seasons Hospitality Inc., Beena Jaggi
15. Maison de la francophonie de Toronto -Letter regarding their intent to independently own and manage student/ faculty housing, child care, food services, etc., dated June 12, 2017 and signed by the President of the Board of Directors, W.Kip Daechsel



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Nipissing
Sudbury
Témiskaming
Timmins
Toronto

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Barrie
Capreol
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Hamilton
Lively
London
Mississauga
Noëlville
North Bay
Onaping
Scarborough
Smooth Rock Falls
Val Caron
Welland
Windsor

July 20, 2017

Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Re: Intention to collaborate with a future French-language university

Dear Ms. Adam:

As you know, the Collège Boréal has been offering many programs and services in Central-Southwestern Ontario for 15 years now. In Toronto, it serves the French-language community from its campus at 1 Yonge Street. This lease will end soon, in August 2020. As a result, the College is looking for a new, permanent location in Toronto. Furthermore, the College intends to expand its program and service offerings, which means it will need to find larger premises.

The *Report of the Advisory Committee on French-language Postsecondary Education in Central-Southwestern Ontario*, tabled in February 2016, recommends “that the Government of Ontario fund the establishment of a common campus for Collège Boréal and the new university in the GTA, with a planned opening in 2020.” After the report was tabled, the Government of Ontario set up the planning board that you chair. We are aware that part of your mandate is to explore the possibility of following through on this recommendation and submitting recommendations before the end of June 2017. We would, of course, be pleased to share a space with the future university and we have appreciated the various opportunities to work with you toward this end.

We want to thank you again for having welcomed the members of our management team to a productive discussion on March 22 and for having accepted and studied the brief we sent you afterwards. Our brief reviews the history of Collège Boréal in the region, discusses the strengths and challenges our institution is currently facing and offers a vision of what close collaboration between the College and the future French-language university could produce. In short, in addition to sharing a location and facilities such as a resource centre,

Ms. Dyane Adam
July 20, 2017
Page 2

cafeteria and residences, as well as participating in the Carrefour francophone du savoir et de l'innovation, Collège Boréal would like to be a true partner in the offer and delivery of post-secondary programs and student services. The recommended model, based on a "2 + 2" agreement, would offer students several advantages, such as savings in time and money. After two years of studies, students would be able to choose whether to enter the job market or continue their studies at the university. This would give the French-language university a mature base of students prepared to undertake university studies, not to mention high retention and graduation rates. It would also allow the university to focus initially on the upper years of the undergraduate programs and, potentially, graduate courses. One should also imagine the impact this new approach could have on recruiting international students.

Nevertheless, when we consider that moving a campus can take nearly three years, given the complexity of the selection process and the transformation work for any given site, it is crucial that the Government of Ontario immediately grant the funding required to allow us to make this transition to new spaces. Moreover, the increase in enrolment and the growing demand for French-language postsecondary programs in the Greater Toronto Area require that Collège Boréal and the new university begin this work as quickly as possible. We therefore hope that your report will be evaluated and the ensuing decisions made as quickly as possible.

If the government would like us to choose spaces that will offer the flexibility required to accommodate the new French-language university, Collège Boréal can certainly work towards this. The important thing is to not have to wait for the completion of the Planning Board's work and the government's decision with regards to this issue before beginning our transition process to a new campus in the Greater Toronto Area. The very future of Collège Boréal in Central-Southwestern Ontario is at stake.

I am, of course, always available should you wish to discuss this issue further.

Sincerely,



Daniel Giroux
President - Collège Boréal

c.c.: Sheldon Levy, Deputy Minister
Denys Giguère, Assistant Deputy Minister, French-Language Teaching, Learning and Achievement Division



June 14, 2017

Ms. Dyane Adam,
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adams:

I would like you to know that Groupe Média TFO (TFO) is delighted to support the work of the French-Language University Planning Board as part of the Carrefour francophone du savoir et de l'innovation (CFSI) and would like to confirm our interest in collaborating with this new university on a project that is unifying, educational and innovative. TFO is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of developing post-secondary studies in French in Central-Southwestern Ontario.

Our exchanges with you suggest a successful partnership between TFO and your organization, and we look forward to exploring opportunities for collaboration with the new university and the CFSI in support of this vital initiative for Ontario, Canada, and the Francophonie.

With this in mind, TFO supports the idea of a potential shared space with the university, Collège Boréal and other Francophone partners in downtown Toronto. We are a digital, educational and Francophone company and so we believe it is important to choose a site that fits our vocation, in particular:

Digital: The site must be cutting-edge and foster the exchange of ideas and innovation, two elements essential to the creation of digital content.

Educational: The site should foster collaboration among stakeholders in the education sector, in particular by enabling TFO to partner with the new university as an academic and research-creation partner in the development of digital content, internship opportunities, and research programs in a "living laboratory" environment.

Francophone: The site should unite various Francophone organizations in Ontario that share similar values, and allow them to share logistical, administrative and technical services.

Naturally, certain terms and parameters must be determined before TFO can definitively confirm its participation in this project. First, the costs associated with sharing a space, including the cost of terminating our current lease, moving expenses, construction costs, new rental rates and other related costs, will have to be clearly identified and deemed acceptable by our funders.

TÉL 416.968.3536
800.387.8435
TÉLÉC 416.968.8203

21, RUE COLLEGE, BUREAU 600
TORONTO ON M5G 2B3
CP 3005 SUCCURSALE F
TORONTO ON M4Y 2M5
CANADA

TFO.ORG

-2-

Secondly, the physical spaces and the working environment of the site in question would have to meet the needs of TFO, in particular the technical requirements of media production. As such, we believe that TFO should be granted third priority, after the university and Collège Boréal, in choosing premises on the site.

Thirdly, TFO should have a right of refusal on the choice of any other tenant (i.e. tenants other than the university and Collège Boréal) in order to ensure that they share our values and vocation. Fourth, in order to ensure visibility within the Francophone community in Toronto, we believe it is essential that TFO be given priority on outdoor signage.

To sum up, TFO is ready to consider a potential colocation with the university, Collège Boréal and other francophone partners as part of the CFSI in a downtown Toronto location, provided that this site and potential partners align with our digital, educational and Francophone vocation. We are available for discussions once again, but we confirm that we are interested in working together to clarify the various parameters of this project.

Yours truly,



Carole Beaulieu
Chair of the Board
Groupe Média TFO



Toronto, Wednesday, May 31, 2017

Ms. Dyane Adam
Chair
French-language university planning council
2 Carlton Street, Suite 1310
Toronto, ON M5B 1J3

The Théâtre français de Toronto (TfT) hereby has the pleasure to confirm its support for the major societal project of creating a Franco-Ontarian university whose first campus will be located in Toronto. We are not the first to recognize how essential this project is to ensure the long life of French Ontario and growth and prosperity of its population economically, socially and culturally.

It is also my great pleasure to confirm that the oldest Franco-Ontarian theatre company is deeply interested in becoming a partner with the new university in its educational programs, particularly in the fields of arts, culture, technology and administration. On the eve of our fiftieth anniversary, the TfT sees this as an opportunity to play an active part in training the next generations of practitioners of an art form that itself is also, at this time, undergoing profound changes.

Finally, the TfT would also be happy to explore other forms of partnership with such a university, which might even include occupying the same space. Here again, this is an opportunity to achieve the maximum use of certain infrastructures, including a showplace with a variable geometry (a black box). Based on our preliminary evaluations, we estimate that our needs would be on the order of 25,000 to 30,000 square feet.

If you need more information about the contents of this letter, please feel free to contact me at my email address, jbeddows@theatrefrancais.com, or by phone at 416-534-7303, extension 24.

Very truly yours,

Joël Beddows
Artistic Director and Joint General Manager

JB/



Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Monday, June 19, 2017

Dear Ms. Adam:

Le Laboratoire d'art (Le Labo) is delighted to support the work of the French-Language University Planning Board and we would like to confirm our interest in collaborating on this unifying, societal, educational and innovative project.

We are very pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of developing French-language post-secondary education in Central-Southwestern Ontario. As a centre for artists and media innovation, Le Labo is very happy to contribute to the success of this new university.

Our discussions with you suggest a successful partnership between our organization and yours, and we look forward to exploring opportunities for collaboration with this new university in support of this vital initiative for Ontario, Canada and the Francophonie.

Specifically, Le Labo is ready to commit to a partnership with the university in a shared location that will foster the development of a Francophone environment and act as a Francophone centre of innovation and knowledge, uniting different educational and professional partners. We also share the Planning Board's opinion that it should be a state-of-the-art site in downtown Toronto—the heart of Central-Southwestern Ontario, a national and international economic nerve centre in proximity to other educational and technological establishments and urban, intercity and international transport networks.

The idea of creating a Francophone centre for innovation and knowledge, as well as a Francophone centre of excellence in Toronto, interests us because Le Labo is

Le Labo

Centre d'arts médiatiques francophone
Media Arts Centre info@lelabo.ca

1 (647) 352-4411

Contact

Toronto's Francophonie

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24 Spadina Street, Toronto, ON M5R 2S7

dedicated to media and digital art created by Francophone artists. We feel that the Carrefour du savoir project is vital.

In addition to sharing the university's physical space, Le Labo could also offer digital culture internships for the students and develop and hold socio-cultural activities. Le Labo will help create a consortium to manage the space, in partnership with the other partners.

The space required for our activities is approximately 2,000 square feet, with a ceiling high enough to install a professional lighting grid (about 18 feet). We could be ready to move in spring 2020.

We are available for further discussions, but we hereby confirm our interest in collaborating with you under conditions yet to be determined.

Yours sincerely,



Claudette Jaiko
President



Barbara Gilbert
General Director

June 2, 2017

Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Re: Letter of support

Dear Ms. Adam:

The Réseau de développement économique et d'employabilité de l'Ontario (RDÉE Ontario) is pleased to affirm its support for the Planning Board's work to establish a French-language university and to confirm our interest in collaborating with the new university in this formative, unifying and innovative societal project.

In general, RDÉE Ontario is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in the Centre-Southwest region of the province. We are enthusiastic about the idea of contributing to the success of this new university.

Our discussions with you suggest a successful partnership between our organization and yours, and we are ready to explore opportunities for collaboration with this new university in support of this vital initiative for Ontario, Canada and the Francophonie.

More specifically, RDÉE Ontario is ready to commit to a partnership with the university in a shared location that will foster the development of a Francophone environment and be a Francophone centre for innovation and knowledge, bringing together different educational and professional partners. We agree with the Planning Board that this site should be a cutting-edge and forward-looking location in downtown Toronto, the heart of Central-Southwestern Ontario, an international economic nerve centre in proximity to other educational and technological institutions and urban, intercity and international transportation networks.

- The notion of creating a Francophone centre for innovation and knowledge, as well as a Francophone centre of excellence in Toronto, seems promising to us and reflects our vision, mission and priority objectives.
- Participate in the creation of a consortium to manage the space.
- We would require between 1,500 and 1,700 square feet, and it would be possible for us to move in 2021.

Since the Board is targeting the globalized economy as one of the areas of specialization for this new university, as well as experiential learning integrated with the job market to develop 21st-century skills, we are ready to examine the following potential collaborations:

- Establish an RDÉE Ontario office or service point in the Francophone centre for innovation and knowledge (the Francophone Hub?).
- Offer the students of the French-language university and its partner post-secondary institutions experiential learning opportunities that are integrated with the job market (in economic development services).
- Get involved in the service offer for the students (for example, employability and health services) and in the co-op placement program.

- Contribute to the development and delivery of the academic program related to economic development (for example, co-instruct workshops).

We are at your disposal for further discussions, but we hereby confirm our interest in collaborating with you under conditions yet to be determined.

[signed]
Pierre Tessier
Executive Director



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Dyane Adam, Chair
French-Language University Planning Board, 2 Carlton Street,
Suite 1310
Toronto, Ontario M5B 1J3

Toronto, June 15, 2017

Ms. Adam,

I would like you to know that we are delighted to support the work of the French-Language University Planning Board and would like to confirm our interest in collaborating with this new university on a project that is unifying, societal, educational and innovative.

The Conseil de la coopération de l'Ontario (CCO) is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of developing French-language post-secondary education in Central-Southwestern Ontario. We are excited by the prospect of contributing to the success of this new university.

Our exchanges with you suggest a successful partnership between our organization and yours, and we look forward to exploring opportunities for collaboration with this new university in support of this vital initiative for Ontario, Canada, and the Francophonie.

Specifically, the CCO is ready to commit to a partnership with the university in a shared location that will foster the development of a Francophone environment and act as a hub of Francophone knowledge and innovation, uniting different educational and professional partners. We agree with the Planning Board that this site should be a cutting-edge and forward-looking location in downtown Toronto, the heart of Central-Southwestern Ontario, a national and international economic nerve centre in proximity to other educational and technological establishments and urban, intercity and international transport networks.

- The notion of creating a hub of Francophone knowledge and innovation, as well as a Francophone environment of excellence in Toronto, seems to us to be particularly conducive to supporting Francophone entrepreneurial projects in the region. We look forward to working with other project partners on achieving exceptional results for this hub of knowledge and innovation. We aim to position the Ontario Francophonie at the forefront of Ontario's steady economic and social growth.
- The CCO, which has been working since 1964 to support and develop collective enterprises, is very interested in taking part in designing teaching programs linked to

*Conseil de la coopération de l'Ontario
Working for collective enterprises in Ontario*



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social entrepreneurship. We also view this university project as a first step toward the creation of a social innovation incubator, a space where inspiration can solve the greatest challenges of our time.

- We wish to participate in creating a consortium to manage the location.
- We are also interested in relocating our Toronto offices to the shared space in order to benefit from a university-research-private collaboration, shared costs and cutting-edge infrastructure. We would require an approximate area of 1,000 square feet by 2020.

We are already interested in working together. The parameters remain to be determined and we are available to discuss further details.

I wish you every success in your work. Sincerely,

Luc Morin
Executive Director
Conseil de la coopération de l'Ontario

Conseil de la coopération de l'Ontario
Working for collective enterprises in Ontario

Toronto, June 16, 2017

Dyane Adam
Chair of the French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, ON M5B 1J3

RE: Centre francophone de Toronto's commitment to the Carrefour francophone du savoir et de l'innovation

Dear Ms. Adam:

The Centre francophone de Toronto (CFT) is enthusiastically committed to the planned consortium and campus for a French-language university in Toronto, as part of a multi-organization project that will benefit from expertise and better services in French in the Greater Toronto area beginning in 2020.

The CFT can contribute to this concept by developing a university health centre on the campus, with a nurse and a full-time therapist if needed. This health centre could also offer the occasional services of a doctor, support for chronic illnesses, disease prevention and the promotion of healthy eating habits, perinatal support and coaching.

Since the CFT is a multi-service centre, we would also be able to offer part-time legal services, particularly for international students and employees who are newcomers to Canada. We could also consider offering specialized family services if this ambitious project includes a daycare or a space for children and families.

To provide these services, the CFT will clearly require additional funding to cover the salaries of two people (initially) and set up a medical examination room. We would also need enough space for an examination room, two closed offices for individual meetings and a family room.

In closing, the Centre francophone de Toronto is pleased to learn that this project is gradually coming to life and we are happy to contribute to its success. We are confident about the incredibly positive impact this Carrefour francophone du savoir et de l'innovation will have on the Francophone community in south-central Ontario and on our clients.

Thank you for inviting us to take part in the project. We hope that your and your team's efforts will pay off very soon.

Sincerely,

Claire Francoeur, President

Lise Marie Baudry, Executive Director

Centre francophone de Toronto
Centrefranco.org

555 Richmond Street West
Suite 303

416-922-2672
infos@centrefranco.org



Toronto, June 2, 2017

Dyane Adam
President
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

SUBJECT: Support and participation in the Francophone innovation and knowledge centre for the Francophone University in Central-Southwestern Ontario

Dear Ms. Adam:

We are writing today to express our delight in supporting the work of the French-Language University Planning Board and would like to confirm our interest in collaborating with this new university on a project that is unifying, societal, educational and innovative.

La Passerelle-I.D.É. is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of developing post-secondary studies in French in Central-Southwestern Ontario. We are excited by the prospect of contributing to the success of this new university.

Our exchanges with you suggest a successful partnership between our organization and yours, and we look forward to exploring opportunities for collaboration with this new university in support of this vital initiative for Ontario, Canada, and the Francophonie.

Specifically, La Passerelle-I.D.É. is ready to commit to a partnership with the university in a shared location that will foster the development of a Francophone environment and act as a centre for Francophone knowledge and innovation, uniting different educational, professional and human capital development partners. We agree with the Planning Board that this site should be a cutting-edge and forward-looking location in downtown Toronto, the heart of Central-Southwestern Ontario, a national and international economic nerve centre in proximity to other educational and technological establishments and urban, intercity and international transport networks.

We believe the idea of a Francophone knowledge and innovation centre and environment of excellence in Toronto is extremely relevant and timely, given the current opportunities as the paths of Ontario and Franco-Ontario intersect. In fact, as a leader in developing bilingual Francophone workers, La Passerelle-I.D.É. stresses the importance of having a key group of stakeholders (government, private sector, post-secondary education institutions and the community) to increase the contribution of Francophone talent to Ontario's economy. La Passerelle-I.D.É. is of the view that establishing this state-of-the-art site for the development of Francophone human capital would be a catalyst of unparalleled results. We intend to draw on our best resources and social capital to ensure the success of our consolidated efforts. Practically speaking, we are offering our innovative programs and services, tailored to the

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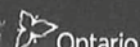
Immigrant francophone VEUT DIRE :

Ensemble pour un Ontario français prospère

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demand for Francophone workers, which complement the academic work aimed at accelerating the entry of Francophone talent into the job market. In that respect, we would highlight, most specifically, La Passerelle- I.D.É.'s recent launch of the first *Conseil de développement des talents bilingues francophones* (bilingual Francophone talent development council) in Canada, which is currently blazing a trail in terms of joint evidence-based inter-sectoral planning for the development of Francophone workers. Other ad hoc programs that La Passerelle-I.D.É. will make available include our flagship program and trademark, *Formation en Compétences Culturelles* (cultural competency training), an exemplary practice that is provincially, nationally and internationally renowned, as well as our *Déjeuners-Conférences professionnels* (professional breakfast lectures), to name a few.

We are convinced that our participation in this hub of Francophone excellence will provide a unique, substantial and effective contribution toward achieving Ontario's objectives for Francophone immigration (not only in terms of numerical targets, but also productive socioeconomic integration) and reducing poverty.

We also propose to help create a consortium to manage the location in question. The space required for La Passerelle-I.D.É. at the anticipated site would be approximately 5000 square feet.

We remain available to discuss this with you further, but we can confirm right now that we are interested in working together within the yet-to-be-determined parameters.

Kindest regards,

Farah Ghorbel
Chair, Board of Directors
La Passerelle-I.D.É.

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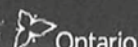
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Alliance Française

Toronto, Canada

Toronto, June 22, 2017

Ms. Dyane Adam

Chair, French-Language University Planning Board

This letter is subsequent to the meeting that took place on June 12, 2017 between Dyane Adam, Chair of the French-Language University Planning Board, and Thierry Lasserre, Executive Director of the *Alliance française de Toronto* (Toronto's French alliance).

This preliminary meeting was the sign of a future formal collaboration between these two institutions.

Founded in Toronto in 1902, *Alliance Française Toronto (AFT)* is a non-profit organization with a 100% Canadian charitable status, offering the community of Greater Toronto a broad range of French as a second language courses for children, teens, adults, companies and public organizations, as well as diplomas and certifications recognized by both the French and Canadian governments.

In the last few years, AFT has demonstrated its potential and its vitality to become the largest French-language school in Canada, the first alliance in North America, and the sixth in the world with more than 6500 students spread over five campuses.

Its cultural programs, featuring more than 130 events representing all Francophonies in Canada and around the world, as well as its status as a founding member of the Bloor Street Cultural Corridor make it one of the most vibrant cultural contributors on the Toronto scene.

The Carrefour francophone des savoirs et de l'innovation project that Dyane Adam presented is perfectly in line with and complementary to AFT's activities to strengthen Francophone life in Toronto and Ontario as a whole. AFT, reinforced by its numerous partnerships with institutions, universities, schools, cultural endeavours and entrepreneurs, must support this creative approach.

More specifically, AFT will provide its renowned French as a second language (FSL), engineering and cultural programming expertise.

Albeit not exclusively, AFT could become an FSL training operator for the French-language university. University credits toward a degree could be given for these courses. Teaching would, of course, be evaluated both at the start and on an ongoing basis for teachers and students alike.

Furthermore, if necessary, AFT could open a branch at this new location.

Clearly, this collaboration could extend to cultural aspects, such as support for the programming at this new centre, mutual access to our facilities (AFT already has 65 classrooms, a 150-seat multipurpose theatre, an exhibition gallery with a second one under construction), as well as highlighting our activities, as is already the case with the *Théâtre français de Toronto, TFO, RCM* or *TSO*.

AFT anxiously awaits the release of the Planning Board's report in order to be able to actively participate with all of the contributors in promoting French and bilingualism in Ontario.

Thierry Lasserre
Executive Director

Bien cordialement

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24 Spadina Road – Toronto, ON M5R 2S7 - Canada

www.alliance-francaise.ca - toronto@alliance-francaise.ca

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Conseil scolaire Viamonde
csviamonde.ca

tout est possible

June 12, 2017

Ms. Dyane Adam,
Chair
Planning Board
for a French-language University
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Madam Chair,

On behalf of the Conseil scolaire Viamonde, I want to thank the Planning Board for the consultations of February 7 and May 25, 2017 on the needs and issues relating to access to French-language postsecondary education in our region and on the creation of a French-language university in Central Southwestern Ontario (CSO).

Our school board hereby expresses its support for the work of the Planning Board, designed as it is to greatly enhance the offering of French-language education in our part of the province and to significantly expand the Francophone space.

In addition, Viamonde is delighted that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and the necessity of developing French-language postsecondary education in CSO. Obviously, a French-language university will act as a driver of retention of our region's Francophone students and of the socio-economic and vocational development of an increasingly diverse student clientele and society.

As we previously informed you, we believe that the new university should:

- promote the continuum of French-language education in Ontario and serve as a bridge between the secondary and postsecondary levels;
- develop programs based on the skills needed for the jobs of the future and on the new economy, in the fields of new technologies, education (particularly early childhood, technological education and research on the Francophone communities of CSO), health, the arts, finance and entrepreneurship;
- prioritize experiential and collaborative approaches to education, with programs integrated with employment (co-ops, internships, etc.) for students and with on-site and distance training programs for our educators;

Secteur des affaires : 1, promenade Vanier, Welland (Ontario) L3B 1A1 Tél. : 905 732-4280
Siège social : 116, Cornelius Parkway, Toronto (Ontario) M6L 2K5 Tél. : 416 614-0844



-2-

- foster an animated and stimulating French-speaking environment so that young people can live in French;
- target excellence in its programming and partnerships, and guarantee governance by and for Francophones.

Further to our last consultation, the Conseil scolaire Viamonde is prepared to examine, at the proper time, the option of opening an administrative liaison office in the Carrefour du savoir et de l'innovation francophone which the Planning Board intends to create with the educational and professional partners of this new university in Toronto, and even the option of accommodating an academic program there addressed to a clientele of learners with a profile conducive to this educational environment. Effective 2020, this cotenancy could facilitate opportunities for action-research and other forms of collaboration among students, academic researchers and our French-language schools.

To conclude, the Conseil scolaire Viamonde thanks the Planning Board for all of its efforts to ensure that the Francophones of central and southwestern Ontario and elsewhere have access to postsecondary education in a French-language university, and it is proud to contribute to its success.

Yours sincerely,

Chairman of the Board,



Jean-François L'Heureux

c.c. Board members

Mr. Martin Bertrand, Director of Education

June 21, 2017

Ms. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

On behalf of the Conseil scolaire catholique MonAvenir, I want to thank the Planning Board for the consultations held on February 7 and May 25, 2017, concerning the needs and issues related to access to French-language post-secondary education in our region and also the creation of a French-language university in Central and Southwestern Ontario (CSW).

This letter serves to confirm that our school board supports the Planning Board in its vision of considerably enriching educational opportunities in French in our region of the province and significantly expanding the Francophone space.

Furthermore, the Conseil scolaire catholique MonAvenir is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. It's clear that a French-language university will provide impetus for the retention of young Francophones in our region and boost the socio-economic and professional development of an increasingly diverse student clientele and society.

As previously discussed with you, the Conseil scolaire catholique MonAvenir believes that the new university should:

- promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary levels;
- develop programs centred on the skills needed for the jobs of the future and on the new economy in the fields of new technologies, education (in particular early childhood education, educational technology, research on Francophone communities in CSW Ontario), health, arts, finance and entrepreneurship;
- prioritize experiential and collaborative learning approaches for students via integrated workplace programs (coops, internships, etc.) and for educators via on-site and distance-learning programs;

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T 416 397-6564 | 1 800 274-3764 F 416-397-6576

CscMonAvenir.ca

foster a dynamic and stimulating Francophone community so that young people can live in French;
aim for excellence in programming and partnerships and ensure governance by and for Francophones.

Following our last consultation, the Conseil scolaire MonAvenir is ready to examine, when the time comes, the possibility of opening an administrative liaison bureau in the Francophone knowledge and innovation hub that the Planning Board seeks to create with educational partners and professionals in this new university in Toronto. As of 2020, this shared space could facilitate opportunities for action research and other forms of collaboration between students, university researchers and our French-language schools.

Lastly, the Conseil scolaire catholique MonAvenir appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of the university.

Yours sincerely,

Chair, Conseil scolaire catholique MonAvenir



Melinda Chartrand

c.c. MonAvenir school trustees
André Blais, Education Director

2/2

CscMonAvenir.ca



**CANADIAN
PARENTS
FOR FRENCH
ONTARIO**

June 8, 2017

Dr. Dyane Adam
French Language University Planning Board
2 Carlton St, Suite 1310
Toronto, Ontario
M5B 1J3

Dear Dr. Adam,

At Canadian Parents for French Ontario, we promote and support opportunities for young people to learn French. We have been following the work being done on possible new post-secondary opportunities for Franco-Ontarian students. We would welcome an additional pathway for French as a Second Official Language students to continue to develop their French skills and their confidence in using them as they transition through university into adulthood, particularly in their chosen fields.

We are very supportive of the use of the Common European Framework of Reference (CEFR) which provides us with internationally recognized proficiency benchmarks and is referenced in standardized oral and written proficiency testing. Many Ontario Grade 12 students (in the English school system) are being funded by the Ministry of Education to do standardized French testing (DELF) at the age appropriate Basic and Independent user levels. Supporting their continuation as adults to the university-oriented Proficient user level would be a way to build on the investment these students and the education system has made to develop their French skills and would help prepare them for the workplace.

Canadian Parents for French Ontario enjoys long-standing, strong and productive partnerships with Ontario's bilingual post-secondary institutions, particularly the University of Ottawa and Glendon College. Our hope is that new opportunities for French as a Second Official Language students will complement and build on the achievements of these institutions and will contribute to increasing the level of Official Language bilingualism in our province.

Sincerely,

Mary Cruden

✉ Ontario Branch | 103-2055 Dundas St. East | Mississauga, ON | L4X 1M2 ☎ 905.366.1012 | 1.800.667.0594 @ on.cpf.ca

Sent by e-mail to Dyane Adam on June 14, 2017.

Madame Adam,

Canadian Parents for French (Ontario) has established partnerships with a number of the Francophone community organizations you have identified, in particular where they are able to support opportunities to learn and use French.

Any formal partnership with the Francophone hub would require vetting from my board of directors and a fuller understanding of the mandate, goals and objectives of the hub itself. Operationally, however, CPF Ontario has already expressed an interest and intent to be housed in this kind of environment, if the space were to meet our budget requirements.

With this understanding, CPF Ontario expresses an interest and intent to be part of the Francophone hub with a space requirement of 1,200 square feet.

Just an added commentary: "Francophone" is very specific. Is there a broader name for the hub that would be more inclusive of the French Second Language community?

Respectfully,

Betty Gormley
Executive Director / Directrice générale

Canadian Parents for French (Ontario)
103-2055 Dundas St. East
Mississauga, ON | L4X 1M2
P: 905-366-1012 x2 | 1-800-667-0594 |
C: 905-601-2957
E: bgormley@on.cpf.ca
W: on.cpf.ca



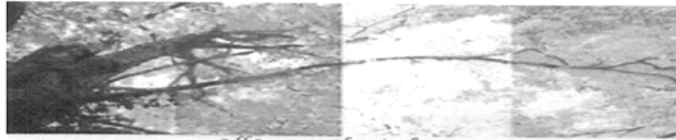
Dyane Adam
Chair
French-Language University Planning Board, 2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

French for the Future is ready to commit to a partnership with the university in a shared location that will foster the development of a Francophone environment and serve as a hub of Francophone knowledge and innovation, uniting different educational and professional partners. We agree with the Planning Board that this site should be a cutting-edge and forward-looking location in downtown Toronto, the heart of Central-Southwestern Ontario, a national and international economic nerve centre, in proximity to other educational and technological establishments and urban, intercity and international transport networks.

- The idea of creating a Francophone centre for innovation and knowledge and a Francophone centre for excellence in Toronto is a unifying initiative, and the growing Francophone community will definitely benefit from it.
- French for the Future might wish to open a satellite office in these new spaces or have access to a space in order to have a base when we travel to Toronto.

We are at your disposal for further discussions, but we hereby confirm our interest in collaborating with you under conditions yet to be determined.

Gabrielle Frédette Fortin
Executive Director
French for the Future



All Seasons Hospitality Inc.

**All Seasons Hospitality Inc:
Letter of Intent for Ducasse All Seasons Hospitality to be a part of French
Language University in Toronto**

Ms. Dayne Adam
President/Chair
French Language University Planning Board
2, Rue Carlton, suite1310
Toronto, ON- M5B 1J3

Dear Ms. Adam

It is with great enthusiasm that we - Ducasse All Seasons Hospitality Inc., submit our intention to be a part of the French University being planned in Toronto.

As you might know, Chef Alain Ducasse is world renowned Michelin Star Chef specializing in French Cuisine with restaurants and culinary schools in France and across the world. Alain Ducasse Education has partnered with All Seasons Hospitality Inc in Canada and plan to start French Culinary and Patisserie Education programs with a flagship institution in Toronto.

The school will need close to 40,000 sq foot area and will conduct multiple graduate culinary, patisserie and wine programs to Canadian and International students in a world class campus. The fact that the students will be learning culinary arts in the school within a French environment, would a great learning experience for the students to immerse themselves in the French culture, where food is a big part of the overall experience. Given your plans for the creating the French hub with a University, we believe it would in perfect alignment with Ducasse All Seasons Hospitality vision and positioning.

We, at all Ducasse Seasons Hospitality, thank you in advance for your kind consideration in including our Campus in your overall plans.

Yours Sincerely

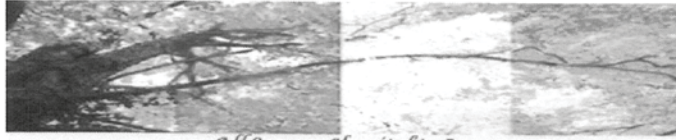
Beena Jaggi
Director, All Seasons Hospitality Inc.

Dated: 7th July, 2017.

About All Seasons Hospitality Group

The Jaggi Group have ventured into the Hospitality market with a bang through the launch of "All Seasons Hospitality" brand. Founded in 2008, "All Seasons Hospitality" pioneered uber of corporate industry and is Asia's and Canada's leading provider of furnished and serviced corporate apartments and residences. Under this brand, the company

Corporate Offices: 5216, Tiffany Court, Mississauga; 4312 Village Centre Court, Mississauga, Ontario- L4Z 1S2, Canada. Tele: +1647-898-9970



All Seasons Hospitality Inc.

holds a very strong portfolio of Serviced Apartments across Ontario where they provide high quality hospitality and real estate services to a variety of short term privileged clientele. Through a unique service model targeting corporate and homestays such as AirBnB etc, Jaggi Group ensures a comprehensive range of services to secure a genuine competitive advantage for themselves in terms of efficiency, quality of service and value creation.

Corporate Offices: 5216, Tiffany Court, Mississauga; 4312 Village Centre Court, Mississauga, Ontario- L4Z 1S2, Canada. Tele: +1647-898-9970

Toronto, June 12, 2017

Dyane Adam, Chair
French-Language University Planning Board,
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Re: Partnership with the Carrefour francophone du savoir et de l'innovation (CFSI)

Dear Ms. Adam:

The Maison de la Francophonie de Toronto working committee is enthusiastic about the Carrefour francophone du savoir et de l'innovation project you presented to us at our last meeting. We are especially impressed by the national and international scope of the project, which will also be of great benefit to the Francophone community in Greater Toronto and the province overall.

Moreover, we have noted Waterfront Toronto's interest in allowing the Maison to acquire a lot on the Quayside site to construct buildings for the future "21st century smart city" through a partnership with the CFSI.

Consequently, the Maison de la Francophonie de Toronto would very much like to partner the CFSI. As we see it, the Maison would include the following components:

- *Student residence:* The Maison's principal activity would be to house a student residence, with the number of beds and other facilities to be jointly determined. This residence would include a dining hall for the residents, which could serve occasionally as a meeting room for the university, the college or Francophone groups, based on their respective needs. Furthermore, a professional kitchen will be part of the facilities, to host a catering service for the university and a learning centre.
- *Apartments for guest teaching staff and young teaching staff:* The Maison would offer a certain number of apartments for short-term lease for the CFSI's guest teaching staff or, for longer terms, for younger staff members. The goal would be to provide high-quality accommodations near the CFSI for a reasonable price.

Maison de la Francophonie de Toronto
c/ McMillan LLP
Brookfield Place, 181 Bay Street,
Suite 4400, Toronto, Ontario
M5J 2T3

Registered charity no. 82295 0838 RR 0001

- *Management of student internships:* We have already held a meeting with Namir Anani, President and CEO of the Information and Communications Technology Council (www.ictc-ctic.ca). This organization is about to launch a project, called FIT, to encourage the integration of students in the corporate world, through co-op placements of three to six months, subsidized at up to 50%. This new project is similar to the ICTC's current Small Business Digitization Initiative (SBDI). At our request, Mr. Anani would be open to propose a French-language component for this new project, which would be integrated with the Maison.
- *Business services:* As we mentioned, the Maison will serve as a physical location for meetings and the temporary hosting of international Francophone organizations and businesses, particularly in the NIT sector, that want to establish themselves in Greater Toronto.
- *Hosting of organizations serving the Francophone and Francophile communities:* The Maison will also offer sustainability to organizations that serve local, provincial and international Francophone and Francophile communities, such as local branches of the OIF or the Chambre de commerce France-Canada. The Maison will also serve as a mentor and incubator for a certain number of professional initiatives. The connection with the CFSI students is therefore guaranteed.
- *Daycare:* The Maison will offer a Francophone daycare on the ground floor of the building.
- *Other related services:* The Maison will also offer other services, such as a coffee shop and a book store.

We are entirely at your disposal to discuss these topics in greater detail, as soon as possible. We look forward to hearing from you.

Sincerely,

W. Kip Daechsel
President
Maison de la Francophonie de Toronto

CC: Annie Dell, Linda Savard, Richard Kempler and Jean-Gilles Pelletier

Maison de la Francophonie de Toronto
c/ McMillan LLP
Brookfield Place, 181 Bay Street,
Suite 4400, Toronto, Ontario
M5J 2T3

Registered charity no. 82295 0838 RR 0001

APPENDIX F: Letters of Support from Regional Community Organizations and other Groups

- ▶ Centre communautaire francophone Windsor-Essex-Kent
- ▶ Conseil des organismes francophones de la région de Durham (COFRD)
- ▶ Fédération des aînés et retraités régionale du Sud-Ouest (FARFO)
- ▶ Franco-Info Interagency Cooperation of London, Middlesex, Lambton & Elgin
- ▶ Francophone Interagency Cooperation Network of Hamilton
- ▶ Francophone Interagency Cooperation Network of Peel-Dufferin-Halton
- ▶ Francophone Interagency Cooperation Network of Waterloo-Wellington-Guelph
- ▶ Francophone Interagency Cooperation Network of Windsor, Essex, Chatham-Kent
- ▶ French-language Advisory Committee to the City of Toronto
- ▶ Orbis Communications
- ▶ Pearson ERPI
- ▶ Postsecondary Education Quality Assessment Board (PEQAB)
- ▶ Réseau-Femmes du Sud-Ouest de l'Ontario
- ▶ TC Média Livres (Chenelière Éducation)
- ▶ Texidium by Kituvo Solutions
- ▶ Waterfront Toronto

Centre Communautaire Francophone Windsor-Essex-Kent Inc.

890 chemin Walker, Unit A1
Windsor, ON N8Y 2N5

June 12, 2017

Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

On behalf of the Centre communautaire francophone Windsor-Essex-Kent Inc., I want to thank the Planning Board for the centre-southwest community consultation concerning the needs and issues related to access to French-language post-secondary education in our region and the creation of a French-language university in Central-Southwestern (CSW) Ontario.

The Centre communautaire hereby affirms its support for the Planning Board's work, which aims to establish a French-language university in CSW Ontario. This new university will greatly enhance the educational offer in French in our region of the province and significantly expand the Francophone space.

Furthermore, the Centre communautaire is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. Clearly, having a French-language university will ensure the retention of young Francophones in our region and serve as a springboard for the socio-economic and professional development of a student clientele and an increasingly diverse society.

As mentioned already, our organization believes that this new university should:

- Foster a dynamic and stimulating local Francophone community so that young people will be able to live in French.
- Promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary education.
- Develop programs based on future job skills and the new economy in the fields of new technology, education (and the early childhood sector), health, finance/economics/entrepreneurship, law and the arts.
- Prioritize experiential and collaborative pedagogical approaches, with job-integrated programs (co-op, internship, etc.).
- Aim for excellence in programming and partnerships and offer governance by and for Francophones.

Lastly, the Centre communautaire francophone appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of this new university.

[signed]

Didier Marotte
Executive Director
Centre communautaire francophone Windsor-Essex-Chatham-Kent Inc.
890 Walker Road, Unit A-1
Windsor, ON N8Y 2N5
Tel.: 519-948-5545, ext. 11
didier@ccfwek.org



Téléphone/Telephone: 519-948-5545 / Télécopieur/Fax: 519-948-7704
ccfwek.org



CONSEIL DES ORGANISMES
FRANCOPHONES DE LA RÉGION DE DURHAM
57 Simcoe St. South, Suite 2D
Oshawa ON L1H 4G4
Telephone 905 434-7676
Fax 905 434-7260



April 24, 2017

Ms Dyane Adam
Chair of the Planning Board for a French-language University

Dear Ms Adam,

First of all, I would like to thank you for coming to meet us to hear our impressions and the reasons why the project for a French-language university is so important for students heading to university after their secondary studies.

Further to the March 28 meeting, I would like to confirm why it is necessary to have access to a Francophone university in Central and Southwest Ontario.

First, it is essential have access to a Francophone university so that we can retain our region's young Francophones. After secondary school, Durham's young people often go to Laurentian University or the University of Ottawa. Unfortunately, they do not return to the Durham region afterwards. Those who cannot afford to pay for tuition and lodging outside their home city end up in our region's English language universities.

www.cofrd.org

CONSEIL DES ORGANISMES
FRANCOPHONES DE LA RÉGION DE DURHAM
57 Simcoe St. South, Suite 2D
Oshawa ON L1H 4G4
Telephone 905 434-7676
Fax 905 434-7260



In addition, the Francophone organizations host young students, either for a summer or for an internship in their field of studies. We have been hosting interns from France for the past few years. We ought to be able to offer young Franco-Ontarians the opportunity to benefit from such experiences in their own community. We have found it increasingly difficult to hire university-level students in recent years, because they find jobs in the cities where they study.

If Francophone students attend the Francophone university of Central and Southwest Ontario, they will settle and work in their own region, which will have an impact on the economic situation.

Our region's aging community needs a new Francophone generation to pass its rich heritage on to.

We support you and we hope that one day our children and grandchildren will have the opportunity of studying at a Francophone university in their own region. We appreciate your efforts to ensure that the Francophones of Central and Southwest Ontario will one day be able to attend a Francophone university.

Yours truly,

Élaine Legault
Executive Director of COFRD

www.cofrd.org



FARFO Régionale du Sud-Ouest

Ms. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

On behalf of *La Fédération des aînés et retraités Régionale du Sud-Ouest*, we want to thank the Planning Board for the community consultation on May 18, 2017, concerning the needs and issues related to access to French-language post-secondary education in our region and the creation of a French-language university in Central-Southwestern (CSW) Ontario.

Our *Fédération* hereby affirms its support for the Planning Board's work, which aims to establish a French-language university in CSW Ontario. This new university will greatly enhance the educational offer in French in our region of the province and significantly expand the Francophone space.

Furthermore, *La FARFO Régionale du Sud-Ouest* is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. Clearly, having a French-language university will ensure the retention of young Francophones in our region and serve as a springboard for the socio-economic and professional development of a student clientele and an increasingly diverse society.

As mentioned already, the members of *FARFO Régionale* believe that this new university should:

- Foster a dynamic and stimulating local Francophone community so that young people will be able to live in French.
- Promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary education.
- Develop programs based on future job skills and the new economy in the fields of new technology, education (and the early childhood sector), health, finance/economics/entrepreneurship, law and the arts.
- Prioritize experiential and collaborative pedagogical approaches, with job-integrated programs (co-op, internship, etc.).
- Aim for excellence in programming and partnerships and offer governance by and for Francophones.

Lastly, *FARFO Régionale du Sud-Ouest* appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of this new university.

 Julie Chalykoff, President

June 21, 2017

Ms. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

On behalf of the ***Table de concertation Franco-Info de London, Middlesex, Lambton et Elgin***, I would like to thank the Planning Board for the community consultation on May 18, 2017, concerning the needs and issues related to access to French-language post-secondary education in our region and the creation of a French-language university in Central and Southwestern Ontario (CSW).

Our Table hereby affirms its support for the Planning Board's work, aimed at establishing a French-language university in CSW Ontario. This new university will greatly enhance the educational offer in French in our region of the province and significantly expand the Francophone space.

Furthermore, the Table is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. Clearly, having a French-language university will ensure the retention of young Francophones in our region and serve as a springboard for the socio-economic and professional development of an increasingly diverse student clientele and society.

As discussed previously, the members of the *Table Franco-Info* believe that this new university should:

- foster a dynamic and stimulating local Francophone community so that young people will be able to live in French.
- promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary education.
- develop programs based on future job skills and the new economy in the fields of new technology, education (and the early childhood sector), health, finance/economics/entrepreneurship, law and the arts.
- prioritize experiential and collaborative teaching approaches through job-integrated programs (co-ops, internships, etc.)
- aim for excellence in programming and partnerships and ensure governance by and for Francophones.

Lastly, the **Table Franco-Info de London, Middlesex, Lambton et Elgin** appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of this new university.

Representatives of the Table Franco-Info de London, Middlesex, Lambton et Elgin

Names of Table representatives	Organizations
Christelle Desforges	Francophone immigration support network Central and Southwestern Ontario (CSW)
Denis Poirier	<i>L'Action</i> newspaper
Émilie Crakondji	Carrefour des femmes du Sud-Ouest de l'Ontario
Gabrielle Laurin	Conseil scolaire Viamonde
Jacques Kenny	French Language Health Planning Entity Erie St. Clair/South West
Jean-Pierre Cantin	Centre Communautaire régional de London (CCRL)
Nicole Blanchette	La Ribambelle
Nicole Buteau	London French Day Care
Noha Elsheikh	Addiction Services of Thames Valley
Rachelle Dean	Data Resource Administrator – thehealthline.ca Information Network
Rita Giroux-Patience	Conseil scolaire catholique Providence
Roza Belai	Fem'aide helpline

Hamilton, June 14, 2017

Dyane Adam, Chair
French-Language University Planning Board,
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Ms. Adam,

On behalf of the Interagence de Hamilton, which represents 16 partner organizations, we want to thank the Planning Board for the community consultation on March 7, 2017, concerning the needs and issues related to access to French-language post-secondary education in our region and the creation of a French-language university in Central-Southwestern (CSW) Ontario.

Our committee hereby affirms its support for the Planning Board's work, which aims to establish a French-language university in CSW Ontario. This new university will greatly enhance the educational offer in French in our region of the province and significantly expand the Francophone space.

Furthermore, the committee is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. Clearly, having a French-language university will ensure the retention of young Francophones in our region and serve as a springboard for the socio-economic and professional development of a student clientele and an increasingly diverse society.

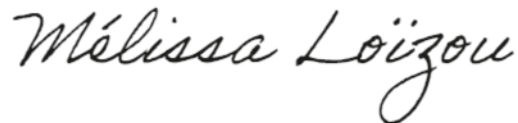
As mentioned already, the members of the committee believe that this new university should:

- Foster a dynamic and stimulating local Francophone community so that young people will be able to live in French.
- Promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary education.
- Develop programs based on future job skills and the new economy in the fields of new technology, education (and the early childhood sector), health, finance/economics/entrepreneurship, law and the arts.
- Prioritize experiential and collaborative pedagogical approaches, with job-integrated programs (co-op, internship, etc.).
- Aim for excellence in programming and partnerships and offer governance by and for Francophones.

Lastly, the Interagence de Hamilton appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of this new university.



Sébastien Skrobos
Co-chair, Interagence de Hamilton
Project and development coordinator,
ACFO Régionale Hamilton



Mélissa Loizou
Co-chair, Interagence de Hamilton
French services coordinator,
Hamilton community legal clinic

Table de Peel-Dufferin-Halton



Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

On behalf of the Peel-Dufferin-Halton Table, I want to thank the Planning Board for the community consultation on April 6, 2017, concerning the needs and issues related to access to French-language post-secondary education in the region of Central-Southwestern (CSW) Ontario and the creation of a new French-language university in Ontario.

Our table represents some thirty Francophone organizations and institutions in the region.

Our *Table* hereby affirms its support for the Planning Board's work and asks for the Peel region to be considered for the location of the future French-language university in Ontario. This new university will greatly enhance the educational offer in French in our region of the province and significantly expand the Francophone space.

Furthermore, the *Table* is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. Clearly, having a French-language university will ensure the retention of young Francophones in our region and serve as a springboard for the socio-economic and professional development of a student clientele and an increasingly diverse society.

As mentioned already, the members of the *Table* believe that this new university should:

- Foster a dynamic and stimulating local Francophone community so that young people will be able to live in French.
- Promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary education.
- Develop programs based on future job skills and the new economy in the fields of new technology, education (and the early childhood sector), health, finance/economics/entrepreneurship, law and the arts.
- Prioritize experiential and collaborative pedagogical approaches, with job-integrated programs (co-op, internship, etc.).
- Aim for excellence in programming and partnerships and offer governance by and for Francophones.

Lastly, the *Peel-Dufferin-Halton Table* appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of this new university.

[signed]
Karine Barrass
Co-Chair, Peel-Dufferin-Halton Table

Our values: Respect – Cooperation – Engagement – Enjoyment

Kitchener, June 13, 2017

Dyane Adam, Chair
French-Language University Planning Board,
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Ms. Adam,

On behalf of the Waterloo-Wellington-Guelph Interagency Table, we want to thank the Planning Board for the community consultation on March 7, 2017, concerning the needs and issues related to access to French-language post-secondary education in our region and the creation of a French-language university in Central-Southwestern (CSW) Ontario.

Our Table hereby affirms its support for the Planning Board's work, which aims to establish a French-language university in CSW Ontario. This new university will greatly enhance the educational offer in French in our region of the province and significantly expand the Francophone space.

Furthermore, the Table is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. Clearly, having a French-language university will ensure the retention of young Francophones in our region and serve as a springboard for the socio-economic and professional development of a student clientele and an increasingly diverse society.

As mentioned already, the members of the Table believe that this new university should:

- Foster a dynamic and stimulating local Francophone community so that young people will be able to live in French.
- Promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary education.
- Develop programs based on future job skills and the new economy in the fields of new technology, education (and the early childhood sector), health, finance/economics/entrepreneurship, law and the arts.
- Prioritize experiential and collaborative pedagogical approaches, with job-integrated programs (co-op, internship, etc.).
- Aim for excellence in programming and partnerships and offer governance by and for Francophones.

Lastly, the Waterloo-Wellington-Guelph Interagency Table appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of this new university.

The organizations of the Waterloo-Wellington-Guelph Interagency Table



June 12, 2017

Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

Dear Ms. Adam:

On behalf of the Windsor, Essex, Chatham-Kent Francophone Working Table, I want to thank the Planning Board for the centre-southwest community consultation concerning the needs and issues related to access to French-language post-secondary education in our region and the creation of a French-language university in Central-Southwestern (CSW) Ontario.

The member organizations of the Table hereby affirm their support for the Planning Board's work, which aims to establish a French-language university in CSW Ontario. This new university will greatly enhance the educational offer in French in our region of the province and significantly expand the Francophone space.

Furthermore, the member organizations of the Table are pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. Clearly, having a French-language university will ensure the retention of young Francophones in our region and serve as a springboard for the socio-economic and professional development of a student clientele and an increasingly diverse society.

As mentioned already, the member organizations of the Table believe that this new university should:

- Foster a dynamic and stimulating local Francophone community so that young people will be able to live in French.
- Promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary education.
- Develop programs based on future job skills and the new economy in the fields of new technology, education (and the early childhood sector), health, finance/economics/entrepreneurship, law and the arts.
- Prioritize experiential and collaborative pedagogical approaches, with job-integrated programs (co-op, internship, etc.).
- Aim for excellence in programming and partnerships and offer governance by and for Francophones.

Lastly, the member organizations of the Table appreciate the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of this new university.



Gisèle Dionne, Co-Chair of the Table

On behalf of the member organizations of the Windsor, Essex, Chatham-Kent Francophone Working Table:

ACFO régionale Windsor, Essex, Chatham-Kent
ALSO (Aide à la vie autonome – Sud-Ouest de l’Ontario)
Art Gallery of Windsor
Centre communautaire francophone Windsor-Essex-Kent Inc.
Centre d’orientation des Adolescents
Conseil scolaire catholique Providence
Conseil scolaire Viamonde
Entité de planification des services en français Érié St-Clair/Sud-Ouest
Journal le Rempart
RDÉE Ontario
Réseau de Soutien à l’immigration francophone du Centre-Sud Ouest
Réseau des femmes du Sud-Ouest de l’Ontario



Tracking Status

- This item was considered by [French Language Advisory Committee](#) on December 5, 2016 and was adopted without amendment.

French Language Advisory Committee consideration on December 5, 2016

FA3.3	ACTION	Adopted		Ward:All
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Support for the Establishment of a French-language University in Toronto

Committee Decision

The French Language Advisory Committee recommends to Government Management Committee that:

1. City Council support the establishment of a French-language university in Toronto.
2. City Council authorize the appropriate personnel to work with representatives of the Toronto Francophone community to identify how City officials can support progress on this initiative.

Origin

(November 21, 2016) Letter from Gilles Marchildon

Summary

Over the past three years, the Franco-Ontarian community, through Regroupement étudiant franco-ontarien (RÉFO), Assemblée de la Francophonie de l'Ontario (AFO) and Fédération de la jeunesse franco-ontarienne (FESFO), has conducted major community consultations in the context of the Provincial Summit on French-language Postsecondary Education in Ontario. Those consultations had the objective of bringing the province's Francophones and Francophiles together to better understand everyone's needs and aspirations regarding the future of the French-language post-secondary educational system of Ontario. Thanks to those consultations, the leaders of the above-mentioned organizations heard the opinions and wishes of thousands of stakeholders from all sectors of the province's Francophone life.

The most important recommendation that came out of this reflection process was the creation of a French-language university in Ontario within the next three years. The community

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.FA3.3>

Agenda Item History - 2016.FA3.3

consensus is that this university should be located in the Greater Toronto Area because Toronto is a world-class city where the Francophone population is among the largest of all Canadian cities outside the province of Quebec. This university, which Francophones will manage for Francophones, will provide a high-quality French-language education, a Franco-Ontarian social environment and language and cultural support specifically intended for students living in a language minority situation.

Besides the efforts of the Franco-Ontarian community, the Advisory Committee on French-Language Postsecondary Education for Central and Southwestern Ontario, in its final report (February 2016), recommends the creation of a French-language university in southern Ontario.

This plan for a French-language university is raising a great deal of interest in the Franco-Torontonian/Franco-Ontarian community and has received support from Government of Ontario officials who, in September 2016, appointed a council of experts charged with its planning and eventual start-up. Therefore, it is desirable for City of Toronto officials to actively support the project so it can continue to proceed over the next few years.

Background Information

(November 21, 2016) Letter from Gilles Marchildon on Support for the Establishment of a French-language University in Toronto (English)

(<http://www.toronto.ca/legdocs/mmis/2016/fa/bgrd/backgroundfile-98767.pdf>)

(November 21, 2016) Letter from Gilles Marchildon on Support for the Establishment of a French-language University in Toronto (French)

(<http://www.toronto.ca/legdocs/mmis/2016/fa/bgrd/backgroundfile-98766.pdf>)

Speakers

Alain Dupuis, Executive Director, Regroupement étudiant franco-ontarien

Motions

1 - Motion to Adopt Item moved by Gilles Marchildon (Carried)

Source: Toronto City Clerk at www.toronto.ca/council

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.FA3.3>



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104 King St. West
Dundas, ON
L9H 0B4

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☎ 905-627-4341
☎ 1.888.470.1722 (toll free)

ATTN:
Dr. Dyane Adam
Chair
French-Language University Planning Board
2 Carleton Street, Suite 1310
Toronto, ON
M5B 1J3

RE: French-language University Planning Board Support

Dear Dr. Adam,

On behalf of Orbis Communications, I am very pleased to submit this letter in support of the societal-improvement work done by the French-language University Planning Board. I am also confirming our willingness to collaborate with this new university once the critical work of creating it has begun.

Orbis Communications was founded in September 2001 in Waterloo by Cameron Ballantyne and Devin Grady in their final year of study at Wilfrid Laurier University. The company began as an interactive digital media and communications company, focused on the transition from print to digital. Years of collaboration with higher education brought on a shift in operations into custom software solutions, which included adopting a new partner and Senior Software Architect, Sandor Mezei.

As Director of Customer Experience at Orbis Communications, it will be my pleasure to help this new Francophone university in Ontario to use the Orbis Platform technology.

The Orbis Platform is the only solution for Co-op, Career and Experiential operations at Brock University. We help support over 100 enduring universities and colleges flourish and support better student outcomes, including Francophone universities such as l'Université de Sherbrooke, l'Université de Moncton, La Cité and HEC Montréal. Orbis is proudly a Canadian company that understands the Canadian PSE market when it comes to anything related to Co-op, Career and Experiential process management and data collection. Orbis is the leading provider of technology managing experiential and career education programs.

Creating an engaging university that will focus on Experiential Learning and Co-op programs is an idea Orbis strongly aligns with. We fully support your use of new technologies. Thank you for your commitment to improving student outcomes, and we appreciate the opportunity to continually be engaged with this great work.

Best Regards,

Natalie Nitsopoulos
Director, Customer Experience

☎ 1.905.627.4341 x2229
✉ nnitsopoulos@orbiscommunications.com





Montreal, June 1st 2017

Dr. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, suite 1310
Toronto, ON M5B 1J3

Dear Dr. Adam,

On behalf of Pearson ERPI, I am very pleased to submit this letter in support of the work done by the French-language University Planning Board and to confirm our willingness to collaborate with this new university once the process of creating it has begun.

We are the world's leading learning company, with 40 000 employees in over 80 countries. We have a holistic approach to education, which fits the experiential approach you wish for this university, and we offer all our services in French.

We offer print and digital education resources for many subject areas, from preschool to university. We are a French-language post-secondary publisher in Québec, in French HED colleges and universities across Canada and in French universities in Europe and Africa. Most of our materials are tailor made for specific curriculum. We have print and digital content in business administration (accounting, business simulations, economics, finance, human resources management, management, marketing), education, French language and literature (anthologies, compendiums, literature, reference works) and social sciences (economics, geography, history, methodology, political science, psychology, sociology).

At Pearson ERPI, we are considered leaders in the use of LMS's. What is attractive for faculty with those technologies is that they all know that students have access to all the content that has been placed into the learning environment. When thinking of launching a new university, it is good to think of innovative ways of using electronic platforms.

There are many platforms in terms of e-deployment, but Texidium (Kivuto) is able to deploy content that is highly sophisticated. It is not linked to PEARSON/ERPI, but all our content is deployed by their platform, in a very efficient way. They deploy content for more than fifty academic publishing houses. They have their own agnostic e-reader. It is also agnostic in terms of the devices. Students can use many LMS or any browser. Texidium is based in Ottawa and their servers are in Canada. The platform is bilingual. Using that platform, you would be able to deploy our content and many of our competitors' content.

Page 1



Over 40 universities and colleges over the country are working with us, using digital books in the classroom. We offer the possibility to use animations, simulations and other assets that can help student engagement.

We find your project very interesting and we are glad to see that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of developing French-language postsecondary education in Central Southwestern Ontario. We are very excited by the prospect of contributing to the success of this new university.

We remain open to discussing things further with you, but we can already confirm our interest to collaborate with the French-language University along parameters that will be determined in due course once the university's administration is in place.

Sincerely,

A handwritten signature in black ink, appearing to read 'Normand Cléroux'.

Normand Cléroux
Directeur général / General manager
Pearson ERPI : du préscolaire à l'université / K-20

Pearson ERPI
1611, boul. Crémazie Est
10e étage
Montréal (Québec)
Canada H2M 2P2

Téléphone: 514 334-2690 / 1 800 263-3678
Télécopieur: 514 334-4720 / 1 800 643-4720

normand.cleroux@pearsoned.com

June 6, 2017

Dr. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, suite 1310
Toronto, ON M5B 1J3

Dear Dr. Adam,

On behalf of the Postsecondary Education Quality Assessment Board (PEQAB) and its Secretariat, I was very happy to meet with you yesterday, and this will confirm that discussion. The PEQAB Secretariat would commit to assign a Senior Policy Advisor to assist the French-Language University Planning Board in developing and implementing quality assurance processes for degree programs to be offered through the French language university currently proposed for Ontario. Also, if referred by the Minister, the PEQAB Board would be happy to consider and make recommendations to the Minister for consent and consent renewal of such programs and/or to participate in quality assuring these programs in whatever way your Board and the Ministry require. As discussed, the PEQAB Board and Secretariat function in English; however, all PEQAB materials are available in French through our website. Also the PEQAB Board already deals with La Cite' in French through translation and would be happy to do so in regard to your proposed programs.

Yours truly,



Dr. James Brown
CEO & Director
Postsecondary Education Quality Assessment Board

Cc: Maureen Morton, Chair
Postsecondary Education Quality Assessment Board

Dyane Adam, Chair
French-Language University Planning Board
2 Carlton Street, Suite 1310
Toronto, Ontario M5B 1J3

June 12, 2017

Ms. Adam,

On behalf of the Réseau-femmes du Sud-Ouest de l'Ontario, I want to thank the Planning Board for the central-southwestern community consultation concerning the needs and issues related to access to French-language post-secondary education in our region and the creation of a French-language university in Central-Southwestern (CSW) Ontario. We took part in the consultation as a member of the Windsor, Essex, Chatham-Kent Francophone Round Table.

Our organization hereby affirms its support for the Planning Board's work, which aims to establish a French-language university in CSW Ontario. This new university will greatly enhance the educational offer in French in our region of the province and significantly expand the Francophone space.

Furthermore, our organization is pleased that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance and necessity of developing French-language post-secondary education in CSW Ontario. Clearly, having a French-language university will ensure the retention of young Francophones in our region and serve as a springboard for the socio-economic and professional development of a student clientele and an increasingly diverse society.

As mentioned already, our organization believes that this new university should:

- Foster a dynamic and stimulating local Francophone community so that young people will be able to live in French.
- Promote the continuum of French-language education in Ontario and serve as a bridge between secondary and post-secondary education.
- Develop programs based on future job skills and the new economy in the fields of new technology, education (and the early childhood sector), health, finance/economics/entrepreneurship, law and the arts.
- Prioritize experiential and collaborative pedagogical approaches, with job-integrated programs (co-op, internship, etc.).

-
- Aim for excellence in programming and partnerships and offer governance by and for Francophones.

Lastly, the Réseau-femmes du Sud-Ouest de l'Ontario appreciates the efforts made by the Planning Board to offer Francophones in CSW Ontario and elsewhere access to post-secondary education in a French-language university, and we are proud to contribute to the success of this new university.



Natalie Normand
General Director



Montreal, May 31, 2017

Ms Dyane Adam
Chair
Planning Board for a French-language University
2 Carlton St., Suite 1310
Toronto ON M5B 1J3

Re: Letter of Support – Partnership

Dear Ms Adam,

It gives us great pleasure to confirm our support hereby for the work of the Planning Board for a French-language University and to become a partner right from the planning stage of the creation of this university. It was a pleasure to discuss with you and tell you what our organization could do to support your mission.

As the leading Francophone publisher in the Americas for colleges and universities, TC Média Livres is delighted that the Government of Ontario and the Ministry of Advanced Education and Skills Development recognize the importance of developing postsecondary education in French in Central South-West Ontario. We are enthusiastic about being able to contribute to this new university's success.

Our discussions with you lead us to believe that our organization could be an interesting partner, and we are prepared to examine the possibilities of a collaboration with this new university, supporting it in this very important initiative for Ontario and for Canada. We specialize in several areas of education and we have a user-friendly technological platform for content development and dissemination. The platform was created taking into account the needs of faculty and students of the college and university networks.

We have a multiplatform digital supply that supports almost all our works from elementary to university levels. Our content provides for exchanges between teachers and students and could be adapted for remote education. That is why we believe we could join you in planning the educational material you will need for experiential education.

5800 Saint-Denis St., Suite 900, Montreal QC H2S 3L5 Canada
Telephone: 514 273-1066 or 1-800-565-5531 Fax: 514 276-0324 or 1-800-814-0324
info@cheneliere.ca • www.cheneliere.ca



We are available for further discussions with you and we confirm our interest in working with you on terms to be determined.

Yours truly,

A handwritten signature in black ink, appearing to read 'Patrick Lutzy', written in a cursive style.

Patrick Lutzy
Directeur général
TC Média Livres Inc. (Chenelière Éducation)

5800 Saint-Denis St., Suite 900, Montreal QC H2S 3L5 Canada
Telephone: 514 273-1066 or 1-800-565-5531 Fax: 514 276-0324 or 1-800-814-0324
info@cheneliere.ca • www.cheneliere.ca



Dr. Dyane Adam
Chair
French-Language University Planning Board
2 Carlton Street, suite 1310
Toronto, ON M5B 1J3

May 30, 2017

Dear Dr. Adam,

On behalf of Kivuto Solutions, I am very pleased to submit this letter in support of the work done by the French-language University Planning Board and to confirm our willingness to collaborate with this new university once the process of creating it has begun.

As discussed, Kivuto is a trusted and capable partner. We are a 20-year old, Canadian company with a worldwide customer base, focused exclusively in higher education, with two product lines:

1. **On the Hub** works with software publishers and schools to offer software at the most affordable prices, while eliminating the challenges associated with managing and distributing licensed software to students, faculty and staff. We have installations at 95%+ of all North American Higher Ed institutions and are the exclusive agent of Microsoft Office (Education market) world-wide; deploying over 35M digital downloads annually.

2. **Texidium** is a simple, yet comprehensive eTextbook platform, built to help institutions accelerate their move to digital resources, through a holistic, aggregated, scalable environment. We implement a proven process and system that underpins the entire adoption and deployment of eTextbooks, courseware and other resources, from end-to-end.

We currently work with 40+ Canadian institutions, over 50 publishing companies, including Pearson Education and ERPI. We pursue additional publishers on an as needed basis, and would be happy to do this as required, for your institution.

Of particular interest to you will be the ability of the platform, as well as our customer support team, to perform in multiple languages (including French), due to our existing international presence.

We are available for a demonstration and to accompany you in the use of this platform.

Best regards,

Kelly Smyth
VP Business Development
Kivuto Solutions



WATERFRONToronto

20 Bay Street, Suite 1310
Toronto, ON
M5J 2N8

Tel: 416.214.1344
Fax: 416.214.4591
www.waterfrontoronto.ca

June 15, 2017

French - Language University Planning Board
2 Carlton Street Suite 1310
Toronto, Ontario
M5B 1J3

Attention Dr. Dyane Adam, Chair

Dear Dr. Adam:

It was a pleasure meeting you and your colleagues a few weeks ago. Waterfront Toronto was very interested to hear about the work of the French University Planning Board. We would of course be interested in continuing to hear about the progress of your work and your interest in the potential to establish a French Language University on Toronto's waterfront.

Waterfront Toronto is the public advocate and steward of waterfront revitalization. Created by the Governments of Canada and Ontario and the City of Toronto, Waterfront Toronto is mandated to deliver a revitalized waterfront. Formally created in 2001, Waterfront Toronto has a 25-year mandate to transform 800 hectares (2,000 acres) of brownfield lands on the waterfront into beautiful, sustainable mixed-use communities and dynamic public spaces. The project is one of the largest infrastructure projects in North America and one of the largest waterfront redevelopment initiatives ever undertaken in the world. Waterfront Toronto is also delivering a leading edge city-building model that seeks to place Toronto at the forefront of global cities in the 21st century.

A primary objective of waterfront revitalization is to leverage an infrastructure project to deliver key economic and social benefits that enable Toronto to compete aggressively with other top tier global cities for investment, jobs and people. To do this, Waterfront Toronto brings together the most innovative approaches to sustainable development, excellence in urban design, real estate development, and advanced technology infrastructure. We believe firmly in the value of co-location and the partnering of academia and business in delivering these key objectives and your concept to create a francophone hub of knowledge and innovation in partnership with College Boreal, Group Media TFO, and other educational, professional and creative industry partners provides a unique value proposition.

I wish you much success and look forward to continuing our discussions.

Sincerely,

Marisa Piattelli
Chief Strategy Officer, Waterfront Toronto

