Canadian CED Network
Place Based Poverty Reduction Initiative

Our four Community Partners share:

LOGIC MODELS

The Canadian CED Network's Place-Based Poverty Reduction Initiative (PBPR), was a national project, to identify, document, analyze and promote innovative community-driven collaborative approaches to poverty reduction and the methodologies they use to evaluate their impacts on the lives of individuals in their communities. Recognizing that the sector has historically done a more effective job of describing qualitative impacts, this initiative focused considerable attention on quantitative methods of describing the impacts of our work.

The Network worked with four CED partner organizations from across the country who represent a range of approaches in integrated action on poverty reduction in diverse communities with complex demographics:

- PARO Centre for Women's Enterprise (Thunder Bay, ONT)
- CED Corporation of Trois-Rivières (ÉCOF-CDEC) (Trois-Rivières, QUE)
- Trail Community Skills Centre (Trail, BC)
- Learning Enrichment Foundation (Toronto, ONT)

The partners developed detailed profiles of their communities, the impacts of poverty and the collaborative community action they use to address poverty.

Partner Organization Logic Models

To better understand the purpose and design of each of the four partner organizations in the initiative, a logic model for each organization was created. These logic models begin with an overview chart and then outline each of the program or service components of the organization. These include the objectives, the program components or activities and the anticipated outcomes (or results). Because of the differing sizes and functions performed by the four organizations, the format and language used in the logic models varies slightly from organization to organization, however the general approaches are very similar. Although most organizations had previously created logic models for one or several of their individual program or services, none had ever attempted to create one for their entire organization. The logic models are an effective tool to capture and share the comprehensiveness of each organization’s multiple programs, services and supports and reflect the breadth and scope of their work. Unfortunately, the logic model is not a tool that can adequately demonstrate how all of these components interrelate and the integrated and holistic manner in which they are delivered. This integrated approach is grounded in the local community which the partner organizations believe accounts for the impact they have on the lives of individuals in poverty.

Note:
These logic models are included as appendix 4 of the Place Based Poverty Reduction Initiative final report

How Community Economic Development is reducing poverty in Canada and how it could be doing more
Logic Models

Logic Model for Greater Trail Community Skills Centre

- Greater Trail Community Skills Centre Society
  - Employment Solutions
    - Employment Assisted Services (Service Canada contract)
  - Training Solutions
    - Targeted Wage Subsidy (Service Canada Contract)
    - Continuing Education & Customized Training Services (Contract with Selkirk College)
    - Teck Cominco Learning Centre (Contract with Teck Cominco)
  - Entrepreneurial Solutions
    - Right Stuff (Contract with Trail Daily Times)
  - Community Solutions
    - BCCA Immigration Project (Contract with British Columbia Construction Association)
    - Micro-Loan Fund (grants and contributions from local organizations)
**Logic Model for Employment Services**

**Goal**
Working with the unemployed, the under-employed and employers to help people secure work and reduce poverty.

**Components**

- **Employment Assisted Services**
  - To deliver Employment Assisted Services to unemployed persons in the Greater Trail area, including the Trades and Technical Information Centre; which serves unemployed clients in the West Kootenay/Boundary region.

- **Regional Targeted Wage Subsidy**
  - To enhance the skills and work experience of unemployed individuals in the West Kootenay region through the delivery of the wage subsidy program throughout the service area.

**Implementation Objectives**

**Short Term Outcomes**

- **Self-Service Activities**
  - Initial determination of client needs and referral to appropriate services for walk in or phone in clients
  - Career Station services, which support self-directed job search and career planning skills
  - Website provides a range of resources to support a self-directed job search

- **Assisted Services**
  - Needs Assessment Interview
  - Employment Counselling
  - Specialized services for multi-barrier clients
  - Assistance to clients for other forms of intervention
  - Employment Readiness workshops
  - Trades and Technical Information and guidance

**Medium Term Outcomes**

- **Assisted Services**
  - Provide on-the-job work experience for eligible individuals
  - Provide wage subsidies to enable employers to hire individuals they may not otherwise hire
  - Monitor and support the work agreements for both the employee and the employer

**Long Term Outcomes**

- **Self-Service Activities**
  - Assist individuals in identifying experiences, skills and abilities needed to match to possible wage subsidy placements.
  - Assist employers to identify work place opportunities appropriate to the needs of the clients and the wage subsidy program.
  - Coordinate the delivery of the program in Nelson and Castlegar.

- **The services are designed to be client centred and provide a continuum of service for those with employment needs by helping them prepare for, obtain and maintain employment.**

- **Facilitate quality employment opportunities for clients seeking career-oriented employment, including the trades and technologies as well as work for clients with a variety of barriers to employment.**
Goal

The role of the Skills Centre is to understand, identify and find solutions to local and regional training needs and then work closely with training providers to make training as accessible and affordable as possible.

Components

- Continued Education & Customized Training Services (Partnership with Selkirk College)
- Teck Cominco Learning Centre (Service Contract with Teck Cominco)

Implementation Objectives

Provide the collaborative delivery, between the Skills Centre and Selkirk College, of educational services to adult learners in the Greater Trail area.

- The Skills Centre will provide the services to enhance the learning culture and skills of the Teck Cominco Trail operations workforce

Short Term Outcomes

- Assist employers with the development of training plans and brokering of training activities.
- Manage the College’s part-time learning responsibilities
- Delivery of a diverse range of learning opportunities that respond to identified needs.
- Provide on-site operational coordination for learning by a qualified and experienced workplace learning coordinator.
- Accommodate the learning with the complexities of the shift work environment.

Medium Term Outcomes

- Develop opportunities for post secondary services to be delivered in Greater Trail.
- The Skills Centre and Selkirk College will work together on the development of programs and services which promote and enhance apprenticeship and industry trades training.
- Proactively encourage individuals to identify learning needs and pursue a variety of learning paths.
- The coordinator will work with the REAL committee to identify long term needs and gaps in learning opportunities.

Long Term Outcomes

A wide variety of both scheduled and customized training is offered in the area that provides quality instruction, quick response time, shift-friendly scheduling and the co-ordination of workplace learning strategies with individual needs.

Logic Model for the Right Stuff

Goal

To operate a social enterprise that provides part time employment opportunities for marginalized adults who are unemployed or underemployed while meeting our social and financial goals.

Financial Goals

Social Goals
Components

Implementation
Objectives

Short Term
Outcomes
**Medium Term Outcomes**

- Provide team volunteer opportunities that promote engagement in community events and facilitate team building
- Continue to modify/monitor the program and make adjustments as needed to best meet the needs of the business and the participants
- Build a stable work team – determine balance of marginalized workers to typical workers
- Continue to monitor the cash flow and budget – make any necessary adjustments
- Provide cross training opportunities for as many on site responsibilities as possible to ensure the business is not reliant on any one person – build capacity for both the business and the individual
- Operate a safe worksite – have some staff take Work Safe BC courses and represent the Right Stuff on the Health and Safety Committee

**Long Term Outcomes**

The Right Stuff continues to successfully renegotiate our contract with the customer, allowing us to provide employment for individuals, while meeting our social and financial goals: many participants successfully move through the program and on to further education or long term sustainable employment, the Right Stuff provides surplus funds to the Skills Centre contributing to the long term sustainability of the organization.

**Medium Term Outcomes**

- Continue to assess strengths/needs using the success indicators tool every 3 - 4 months and track individuals progress
- Provide training/counselling opportunities where required to increase skill level
- Identify professional development interests of participants and fund or supplement funding for relevant training
- Support participants in obtaining supplementary employment to augment their earning power, enabling them to meet their financial commitments – provide coaching on strategies for sound financial management
- Encourage participants to take on more day to day responsibility on site as their skill level increases – build capacity both for the individual and the business
- Participants develop stronger life skills and are able to move forward building a sustainable lifestyle.
Logic Model for Community Solutions

Goal

Working with the private, public and not-for-profit sectors on a variety of projects and working committees, the Skills Centre is committed to the revitalization of our local and regional rural economy.

Components

British Columbia Construction Association
Micro-Loan Fund

Implementation

With the assistance of the BCCA the Skills Centre will work toward the development and implementation of the BCCA Immigrant Skilled Trades Employment program.

To assist those individuals who need financial support to respond to employment opportunities.

Objectives

Short Term Outcomes

- Assess the resources available to immigrants in the Greater Trail area
- Provide employers with information about the immigration process, recruiting immigrant workers and the available services to assist settlement.

Medium Term Outcomes

- Provide services to immigrants who are involved in or are seeking to be involved in a Construction Trade
- Work with other job Coaches and Job Coach Associates in B.C.

Long Term Outcomes

Build the capacity in the Greater Trail area to use the 1-Step program to facilitate the incorporation of immigrant workers in the community.

The Micro-Loan Fund is a program that supports the Skills Centre’s vision of contributing to an inclusive and healthy community that balances social and economic development.
Goals:
To assist low income women to attain sustainable livelihoods through participation in an integrated women-centred innovative CED approach.
To grow and strengthen a women-centred CED program that is sustainable.
Training & Counselling

Start up Programs
- Orientation to PARO Programs
- Conduct intake, self-selection & assessment process
- Assign to programs based on identified needs & entrance criteria and/or refer to other organization(s)

Activities:
- Provide business planning assistance
- Group training & individual work to develop basic money management skills & knowledge to encourage greater control over personal finances
- Introduce women to community networking & trade show opportunities
- PARO weekly workshops to enhance business operations & management, social, human & personal assets.

Short Term Results:
- Participants identify their assets, establish business goals, and identify areas where they need enhanced assistance, such as child care needs, transportation assistance, access to capital, etc.
- Women have increased access to training and counseling.
- Basic workshops are accessed to provide the knowledge needed to start up and grow business.

Business Acceleration
- Provide advanced workshops and counseling on topics such as: IT planning & web development, marketing, PR, refinement of operational processes
- Facilitate mentoring of experienced business members with new businesses
- Provide training & counseling on risk management, financial statements & introduction to various financial

Short Term Results:
- Advanced workshops and counseling encourages development of innovative strategies to grow business to generate increased profit.
- Women are matched with/become mentors.
- Women receive information and training on various topics to increase financial acumen and money management skills.

Employment & Referral
- Conduct an intake, self-selection and assessment process, including the use of the Sustainable Livelihoods Model.
- Provide resume development & job search assistance

Short Term Results:
- Participants identify their assets, and establish employment goals.
- Participants are introduced or referred to potential program and community support, training, counseling and financial resources.
Long Term Results:
- **Human**: Improved access to skill development opportunities for their business; increased knowledge and skills to operate business
- **Financial**: Improved financial literacy skills
- **Personal**: Increased motivation and confidence
- **Social**: Increased networks, friends, and growth opportunities for their personal lives and business
- **Physical**: Increased access to child care, transportation supports

Women learn and understand how to use the **Sustainable Livelihoods Model** in their daily lives and businesses to build a sustainable livelihood.
Resource Centre

• Access to equipment, office space, and resource library; transportation; “Fashion Swap” clothing exchange and “Emergency Food Cupboard”

PARO Centre

Resource Library & Computer Centre

Activities:
- Provide resource library and computer centre for women to access information and equipment.
- Access to items such as projectors, display boards, binding, laminating, paper cutting, and other occasional use supplies
- Provide a nurturing environment

Short Term Results:
- Participants have use of the resource and training centre which includes a resource library, computer/printing area with high speed internet access, and fax and photocopier equipment.
- Increased access to information

Long Term Results:
- Physical: Increased access to equipment, food, clothing
- Human: Increased access to information
- Social: Increased network and social support
- Financial: Decreased costs to operate business

PARO on Wheels

Incubator

Activities:
- Regularly scheduled visits to communities East and West of Thunder Bay
- Various projects travel with the PARO on Wheels van to deliver business development / employment programs to women in Northern Ontario.

Short Term Results:
- Women in Northern Ontario have increased/improved access to business/employment programs and supports despite geographic barriers.

Long Term Results:
- Physical: Access to space & equipment to operate business; increased access to food, clothing
- Human: Increased access to information
- Social: Increased networks & business referrals
- Financial: Decreased costs to operate business

Activities:
- Provide a business incubator for women to access office space, equipment, and supplies.
- Provide a nurturing environment

Short Term Results:
- Participants rent space in the incubator at an affordable rate.
- Participants access office equipment and internet services, and information.

Long Term Results:
- Physical: Access to traveling resource centre (PARO van) including computers.
- Human: Increased knowledge & skills
- Personal: Increased motivation and confidence
- Social: Increased networks
- Financial: Improved financial literacy
PARO Presents

**Activities:**
- Provide a retail venue for women to sell their manufactured products to the public
- Provide training to women in retail operations, sales, marketing, product placement and customer service
- To market products

**Short Term Results:**
- Increased opportunity to sell and market products
- Increased opportunity to receive product feedback in a peer mentoring environment
- Increased access to training and knowledge
- Increased revenue

**Long Term Results:**
- **Human:** Increased knowledge & skills around marketing and retail operations
- **Financial:** Increased income and decreased costs of selling products in the market (no need to set up individual retail outlet)
- **Social:** Increased network and supports
- **Personal:** Increased motivation and confidence
- **Physical:** Access to retail venue for the sale and marketing of products

Accelerated Social Enterprise Consulting

**Activities:**
- Adapt, customize, and test tools for training, mentoring, networking, and marketing—responding to the specific needs of CED organizations and marginalized women and — to develop enterprises, including social enterprises and CED projects.

**Short Term Results:**
- Increased opportunities for CED organizations, marginalized women, their trainers and organizations
- Increased participation of these individuals and groups in the economic, social and cultural life in Canadian society, more specifically Ontario and Northern Ontario.

**Long Term Results:**
- **Human:** Increased knowledge & skills
- **Financial:** Increased sustainability for women’s livelihoods, PARO, and other CED organizations.
- **Social:** Increased social networks and business referrals
- **Personal:** Increased confidence and motivation
- **Physical:** Increased access to tools and resource materials
Peer Lending

Micro Loans
- Activities:
  - Join or form a peer circle of 4-7 women
  - Provide access to peer circle support
  - Provide access to micro loans on an increasing scale from $500 to $5,000.
  - Circles are self-selecting

  Short Term Results:
  - Peer pressure becomes peer support
  - Ability to access loans with no cash equity or collateral requirement
  - Ability to gain/improve credit rating while repaying loan
  - Ability to invest money in growing one’s business
  - Access to mentoring and networking opportunities

  Long Term Results:
  - Physical: Access to capital to purchase assets
  - Human: Increased knowledge & skills
  - Personal: Increased confidence
  - Social: Increased networks, business referrals
  - Financial: Increased access to money, improved credit rating

Peer Mentoring
- Activities:
  - Join or form a peer circle of 4-7 women
  - Receive & provide peer mentoring
  - Share experiences and knowledge
  - Increase both social and business network
  - Circles are self-selecting

  Short Term Results:
  - Increased opportunity to share and receive information from peers
  - Increased opportunity to discuss issues with women who provide support and assistance, on both professional and personal levels
  - Increased opportunity to provide support to peers
  - Increased access to networking opportunities.

  Long Term Results:
  - Human: Increased knowledge & skills
  - Personal: Increased confidence and motivation
  - Social: Increased networks, business referrals
  - Financial: Increased financial literacy
Leadership

Organizational Development

Activities:
- Carry out strategic planning with Board, staff, Circle, partner and community members.
- Learn what is working and work to strengthen the practice.
- Support a ‘learning’ approach
- Develop a culture within the organization for communication and applying knowledge.
- Develop tools for sustainable development.
- Seek diversified funding sources as per mandate and strategic plan.
- Continue to explore innovative growth, capacity building, and revenue generation strategies.
- Build on learning and successes in developing funding sources.

Short Term Results:
- Plan for future direction of organization is developed in conjunction with stakeholders and staff.
- Monitoring and Evaluation tools are developed for organization
- Introduction of the Sustainable Livelihoods Model and how it can be integrated for organizational evaluation and capacity building
- Information for planning and policy making.

Long Term Results:
- **Human:** Increased knowledge and capacity for continuous monitoring and learning; organizational vision; programs to provide for staff training, health and crisis supports.
- **Social:** Increased partnership relationships, and marketing for organization
- **Physical:** Increased tools and equipment.
- **Financial:** Diversification of funds and long-term sustainability

Board Development

Activities:
- Orientation to the board
- Participation in decision-making
- Provide Board training via workshops, strategic planning sessions, and seminars

Short Term Results:
- Develop leadership skills around collaboration, decision-making, conflict resolution, and organizational development
- Members become leaders outside of PARO by joining other community initiatives and groups and taking on leadership roles there.

Long Term Results:
- **Human:** Strong leadership skills; increased knowledge and capacity for on-going learning, increased skills and knowledge to pass on to other community activities and organizations.
- **Personal:** Increased confidence
- **Social:** Increased networks, increased community participation
- **Financial:** Increased financial acumen
Partnership

Research

Activities:
• Conduct research in partnership with local, regional and national organizations, funders and academic institutions focused on the CED sector.
• Collect and distribute research to other organizations, practitioners and funders interested in the CED sector.

Short Term Results:
• Increased opportunity to conduct and distribute research that is current
• Increased information to build programs to meet the needs of women.
• Increased opportunity to identify gaps within the sector and develop programs accordingly.

Long Term Results:
• Physical: Identified gaps or needs within the sector are documented in a tangible format.
• Human: Increased knowledge and information available to share within the CED sector.
• Social: Increased collaborative support networks. Increased knowledge of PARO.
• Financial: Tangible evidence available to make the case to funding agencies when seeking project dollars. Increased grants.

Outreach

Activities:
• Build partnerships with other organizations, consultants and businesses.
• Build trust and transparency between partners.
• Facilitate dialogue and mutual learning.

Short Term Results:
• Partnerships developed for program support and to provide technical support to the participants.
• Partnerships developed to share knowledge, and program supports.

Long Term Results:
• Social: Increased collaborative support networks.
• Financial: Increased financial and in-kind support.
• Human: Increased capacity for ongoing learning.
• Physical: Increased access to equipment, facilities, and transportation supports.
• Personal: Increased confidence in PARO programs.

Resources

Activities:
• Develop and share tools, best practices and other resources.
• Staff and board members volunteer on various boards and committees.
• Provide access to facilities at PARO and on PARO on Wheels to other organizations.

Short Term Results:
• Increased resources and information to other organizations.
• Increased resources and information for PARO.

Long Term Results:
• Physical: Increased access to facilities and resources.
• Human: Increased information sharing, increased leadership development, increased learning.
• Personal: Increased confidence and increased knowledge of PARO and its programs.
• Social: Increased networks.
• Financial: Increased in-kind use of resources such as facilities and human resources, increased financial support.
Logic Model for the Learning Enrichment Foundation (LEF)

Goal/Objectives
To provide community responsive programs and services to enable individuals to become valued contributors to their community’s social and economic development.

Process/Activities
- Complete government/funding applications
- Obtain a license for each centre from the Ministry of Community and Social Services, Ministry of Children and Youth Services
- Obtain a Purchase of Service Agreement with Toronto Children Services (to provide subsidized spaces for families who are unable to pay full fees)
- Receive and maintain subsidies and fees
- Maintain continuous open registration
- Collect registration forms from parents
- Manage and operate:
  - 18 daycare centres
  - 16 Before and After school programs
  - 1 LINC childminding program/centre
- Follow specific procedures and policies set by the Toronto Children Services, Children’s Aid Society, and LEF
- Create programs and curriculum for various age groups
- Plan and distribute meals for centres
- Maintain optimum enrollment and staffing
- Integrate other LEF and community services when and where appropriate

Outputs
- Provided high quality, accessible childcare programs for over 650 children (daily)
- Provided before and after school programs for over 400 children (daily)
- Delivered thousands of meals to children (daily)
- 6-8 Activities per age group per centre daily

Short Term Outcomes
- Healthy children within the community/ neighbourhood
- Improved family life of children and families (Parent relief, increased options to employment)
- Access to integrated systems of prevention and early intervention services
- Pre-school children are ready and eager to learn in preparation for Grade 1 (School readiness)
**Language Instruction**

- Complete Citizenship and Immigration Canada (C.I.C) applications
- Follow C.I.C procedures and requirements
- Hire Certified TESL Instructors
- Hire Certified LINC Child minders
- Maintain continuous open registration
- Maintain community outreach (weekly)
- Provide LINC courses (Levels 1 through 8) set by Canadian Language Benchmarks
- Provide general literacy and basic skills classes to support clients in other programs
- Maintain optimum staffing, registration, and enrollment
- Write lesson plan reports (monthly)
- Write evaluation reports, based on:
  - registration and enrollment statistics
  - accounting figures
  - instructors’ reflections
  - child minding attendance (monthly)
- Participate in steering committee for LINC child minding conference @ LEF
- Integrate other LEF and community services when and where appropriate, i.e. LINC child minding

### Outputs

- **1-2 LINC Courses per Level per year (229 days/course)**
  - Taught English to over 500 recent immigrants and addressed their settlement and employment needs
- **Offered literacy classes to over 50 clients in other programs**
- **# LINC learners completed Level (1-8)**
- **# LINC learners passed the CLB test**
- **Offered TOEFL classes to over 100 students in cooperation with the Toronto Catholic School Board**
- **# Children enrolled in the LINC child minding program**

### Short Term Outcomes

- Improved literacy and language skills in oral and written communication
- Increased knowledge of life in Canada and of Canadian civics
- Certification for LINC learners and clients
- Additional support services met the needs of clients acquiring language training (i.e. LINC childminding)
- Increased and improved transition to other LEF services and programs
- Ongoing learning

### Long Term Outcomes

- Improved attitude toward self and society for clients
- Successful integration (social and economic) into Canadian society
- Positive social inclusion (social and human capital)
- Increased opportunities to contribute to and receive from society
Research

- Write and complete research proposals
- Join and collaborate with networks, i.e. CCEDNET
- Review literature on place-based community-driven methods and approaches to:
  - community economic development
  - poverty reduction
  - non-profit service and program delivery
- Develop and implement qualitative and quantitative methods to collect and analyze data to assess and evaluate:
  - organization and community needs and issues
  - service and program impacts and outcomes
- Develop computer capacity to store, analyze, report, and track data and outcomes

Outputs

- Submitted # research proposals
  - Reviewed and applied recommended community based “best-practices”
- Analysed service and program delivery impacts on individuals and community
- Collected staff and client feedback on services and programs, and personal and local needs and issues
- Greater understanding of policy barriers and opportunities, and advocacy

Short Term Outcomes

- Increased awareness and knowledge of “best practices”
- Enhanced service/program design and delivery
- Stronger client-staff relationships
- In depth knowledge of community issues and trends
- Stakeholder engagement and expanded

Long Term Outcomes

- Increased organization and community capacity
- Ongoing assessments and evaluations of service delivery and practices
- Community driven and responsive services and programs
- Strong collaborative partnerships and networks
- Increased government awareness of LEF and local needs and issues
- Effective policy advocacy and change
**Skills Training**

- Complete application processes for Training funding
- Hire appropriate staff
- Maintain necessary trainer certifications
- Acquire training materials and equipment
- Recruit trainees/ Maintain continuous intake of trainees
- Establish and implement referral and assessment process for each course
- Conduct research and develop targeted training programs in partnership with staff, employers, and clients
- Maintain ongoing program evaluation

**Outputs**

6 skills training programs:
- Cooks training,
- Industrial skills training
- ECA training
- Project management training
- Construction training
- CAP training

- Trained 300 unemployed persons identified by employers (/year)
- Trained # youth interested in entrepreneurship (/year)
- Supported # skill seekers who were unable to find funding and support for training from another source
- # Trainees registered:
  - Per year:
  - Per training course

**Short Term Outcomes**

- Improved attitude toward self and society for clients
- Increased basic skills and life skills
- Graduates acquire occupation-specific skills
- Improved labour market outcomes for graduates
- Graduates obtain practical, hands-on work experience
- Ongoing evaluation / modification of training based on community and labour market

**Long Term Outcomes**

- Increased recognition of value of community-based training
- Skilled employees and employers
- Expanded employer partnerships
- Increased knowledge of local labour market
- Increase human capital within community
- Increased opportunities for further education / lifelong learning
Employment Supports

- Complete funding applications
- Hire appropriate staff
- Provide staffing and business development services to employers
- Continuous intake and assessment of clients
- Provide employment counselling and guidance
- Support job development
- Practice community-based employer outreach strategies
- Collaborate with local employers, businesses, and suppliers
- Organize and attend conferences and job fairs
- Collect, compile, and analyze local labour market information
- Maintain ongoing program evaluation

Outputs

- Action plans
- Supported over 500 clients in job search
- Provided free recruitment services for over 300 local employers
- Provided ongoing counselling
- Referred clients to local employers
- Uncovered job opportunities
- Arranged job interviews
- Led clients to jobs
- Provided job retention support

Short Term Outcomes

- Clients obtain skills and tools necessary for successful job search
- Clients improve attitude toward self and society
- Full time employment aligned with career goals
- Employers hire and retain qualified employees
- Clients complete steps identified in employment action plans
- Clients find and maintain sustainable employment

Long Term Outcomes

- Expanded employer and community partnerships
- Increased knowledge of local labour market
- Reduced unemployment within community
- Reduced income support benefits within community
- Independent living for clients (i.e. salary to rent apartment)
- Increased income, earnings and salary benefits
Community Development

- Support ongoing community development research and assessment
- Leverage services and programs, build projects
- Engage community stakeholders in identifying and addressing local needs and issues
- Understand the economic, ethnic, social, and educational characteristics of the community – obtain demographic data
- Understand the effects of urbanization on and within the community (transportation systems, communication systems, employment opportunities, population successions, and gentrification)
- Identify target systems for change
- Partner and consult with various stakeholders locally and nationally to support effective community (social and economic) development strategies and practices
- Create training and volunteer opportunities for clients and local residents
- Identify training and job opportunities for clients, local residents, and businesses
- Support and expand Social Service Portal Purchases
- Support local social enterprises
- Understand the role of the economic system in our community and the importance of our services and programs to meet the needs of those affected by this system, i.e.
  - unemployment
  - plant closings
  - low-wage jobs
  - taxes paid by whom

Outputs

- Attended over 100 community engagement-stakeholder meetings
- Shared job leads with over 300 organizations and welfare offices
- Served over 150 at risk youth referred by schools or the justice system

Short Term Outcomes

- Expanded and strengthened local partnerships
- Increased community resilience
- Inclusive and innovative service/program delivery networks
- Services and programs developed by and for community

Long Term Outcomes

- Healthy individuals and community
- Systems change
- Policy change
- Positive community mobility and capacity
- Community Economic Development
- Stronger local economy
- Interested investors, increased investments
- Poverty reduction/ alleviation

Interest investors, increased investments
- Poverty reduction/ alleviation
Cadre logique- ÉCOF-CDEC de Trois-Rivières

ÉCOF-CDEC de Trois-Rivières

L’emploi et la main-d’oeuvre
- Service d’aide à l’emploi pour les personnes peu spécialisées
- Intervention directe auprès des entreprises favorisant l’embauche de personnes éloignées
- Soutenir et développer des projets favorisant l’intégration des personnes éloignées

L’économie sociale et l’entrepreneur ship local
- Travailler à l’émergence ou à la consolidation de commerces de proximité

La revitalisation et l’animation de territoires
- Favoriser le développement des compétences des gestionnaires
- Favoriser et stimuler le développement et la revitalisation de milieux en difficulté

La revitalisation et l’animation de territoires

Service d’aide à l’emploi pour les personnes peu spécialisées

L’économie sociale et l’entrepreneur ship local

La revitalisation et l’animation de territoires
**Cadre logique de l’emploi et de la main d’œuvre**

**BUT**
Cette orientation vise à favoriser l’accès au marché du travail pour les personnes, ainsi qu’à positionner la main d’œuvre locale peu spécialisée dans le développement du marché du travail de Trois-Rivières.

**Orientation prioritaires**

**Service d’aide à l’emploi pour les personnes peu spécialisées**
Accompagner les personnes qui rencontrent des difficultés à intégrer le marché du travail, dans leur processus de mise en action vers l’emploi – Personnes peu scolarisées, âgées de plus de 30 ans et éloignées du marché de l’emploi (2 ans et plus prestataires de l’aide sociale) - Une priorité accordée aux résidents et résidentes des premiers quartiers et autres zones défavorisées de la ville.

**Intervention directe auprès des entreprises favorisant l’embauche de personnes éloignées**
Approche d’intermédiation entre les entreprises, les ressources en emploi et la main-d’œuvre peu spécialisée.

**Implementation**

**Objectives**

**Short Term Outcomes**

Favoriser l’accès à l’emploi dans des métiers peu spécialisés auprès des personnes rejointes – L’intégration dans un emploi régulier, souvent dans des métiers peu spécialisés - retour aux études ou l’intégration d’une formation professionnelle-mise en action des personnes vers des démarches préalables à la consolidation de leur employabilité et compétences sociales (alphabétisation, insertion sociale, insertion par le travail, plateau de travail).

**Medium Term Outcomes**

Offrir aux personnes du soutien tout au long de leur démarche de préparation, de recherche d’emplois, de stages, d’insertion socioprofessionnelle et d’intégration à l’emploi Progression entre la démarche individuelle et la démarche de groupe Offrir la possibilité de passer à une démarche plus intensive et d’explorer le travail par une période de stage assisté.

**Long Term Outcomes**

Offrir aux personnes rejointes de l’accompagnement post-participation – Établir des passerelles entre les personnes et les ressources communautaires pouvant aider la personne à réduire ses obstacles à l’emploi ; Favoriser l’accès aux emplois des personnes par des activités de démarchage auprès des entreprises potentiellement employeur.

**Faciliter l’accès à l’emploi et la qualité des emplois pour les personnes plus éloignées du marché de l’emploi ; un emploi pour tous ! Créer des passerelles entre les employeurs et les chercheurs afin de faciliter leur intégration et leur rétention à l’emploi Établir un profil des compétences de la main d’œuvre peu scolarisées**
Le rôle d’ÉCOF est de favoriser et soutenir l’émergence de projets créateurs d’emplois. Soutenir et stimuler de manière particulière le développement économique des premiers quartiers et des secteurs les plus en difficulté.

Travailler à l’émergence ou à la consolidation de commerces de proximité

Miser sur les potentiels du milieu afin de favoriser l’activité économique génératrice d’emplois

Assister les entreprises dans leur développement, leur consolidation et leur redressement de commerce de proximité

Développer des opportunités d’affaires et projets pour assurer une bonne qualité et une bonne quantité de services de proximité répondant aux besoins de la population plus démunies des quartiers (épicerie de quartier, service de santé, jardins communautaires…)

La mise en valeur des premiers quartiers et le maintien des services de proximité favorisent l’arrivée de nouvelles familles et le retour des enfants

• Interpeller les acteurs économiques afin de faire valoir les enjeux pour le bien-être de la collectivité et des territoires en situation de pauvreté dans le développement de projets économiques
• Développement d’un projet d’envergure qui permettrait la revitalisation du milieu
• Mise sur pied d’un fonds de développement local
• Empêcher la concentration de capitaux étrangers dans le développement local
Cadre logique pour l’animation et la revitalisation de territoire

**Goal**

Améliorer les conditions de vie, la qualité de vie et le cadre de vie des résidents et résidentes des quartiers et secteurs spécifiques par un travail de revitalisation sociale et économique du milieu de vie et favoriser la concertation des partenaires du milieu et la participation des citoyens

**Components**

Favoriser et stimuler le développement et la revitalisation de milieux en difficulté

- Soutenir et stimuler les actions concertées qui visent à la revitalisation sociale et économique des communautés, la participation sociale et la vie démocratique
- Soutenir par des activités de concertation et d’animation dans différents secteurs socio communautaires dans les territoires priorités par ÉCOF

**Implementation Objectives**

Soutenir la démarche des premiers quartiers dans la mise en place de projets structurants et de services de proximité qui visent l’amélioration de la qualité de vie des gens (gymnase social, société immobilière communautaire,

- Soutenir le travail de la Table de concertation Adélaïde Dugré Jean-Nicolet en s’impliquant dans divers comité de travail contribuant au développement de la vie de quartier et associative (coordination de la distribution alimentaire dans le secteur, implantation de jardins communautaires, implantation du service de location de vélos de quartier

**Short Term Outcomes**

Soutien dit davantage les citoyens dans les divers comités et initiatives

Initier des projets structurants dans la communauté qui ont un impact sur la lutte à la pauvreté (clinique communautaire

**Medium Term Outcomes**

Projeter un plan de développement des quartiers de manière à intervenir et influencer l’aménagement des territoires

**Long Term Outcomes**

Travailler des projets liés au développement durable et l’environnement