

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.

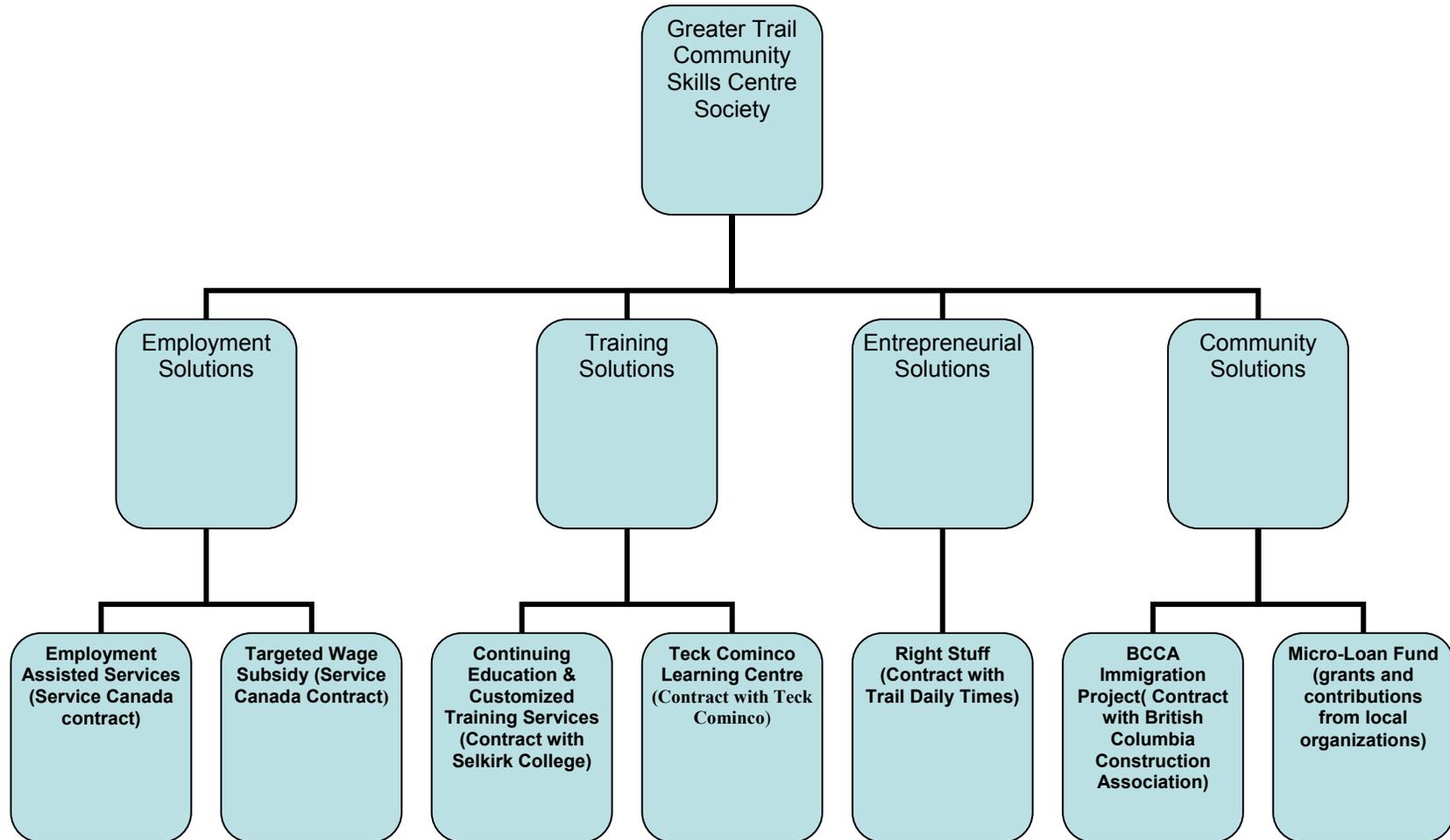
Note:

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

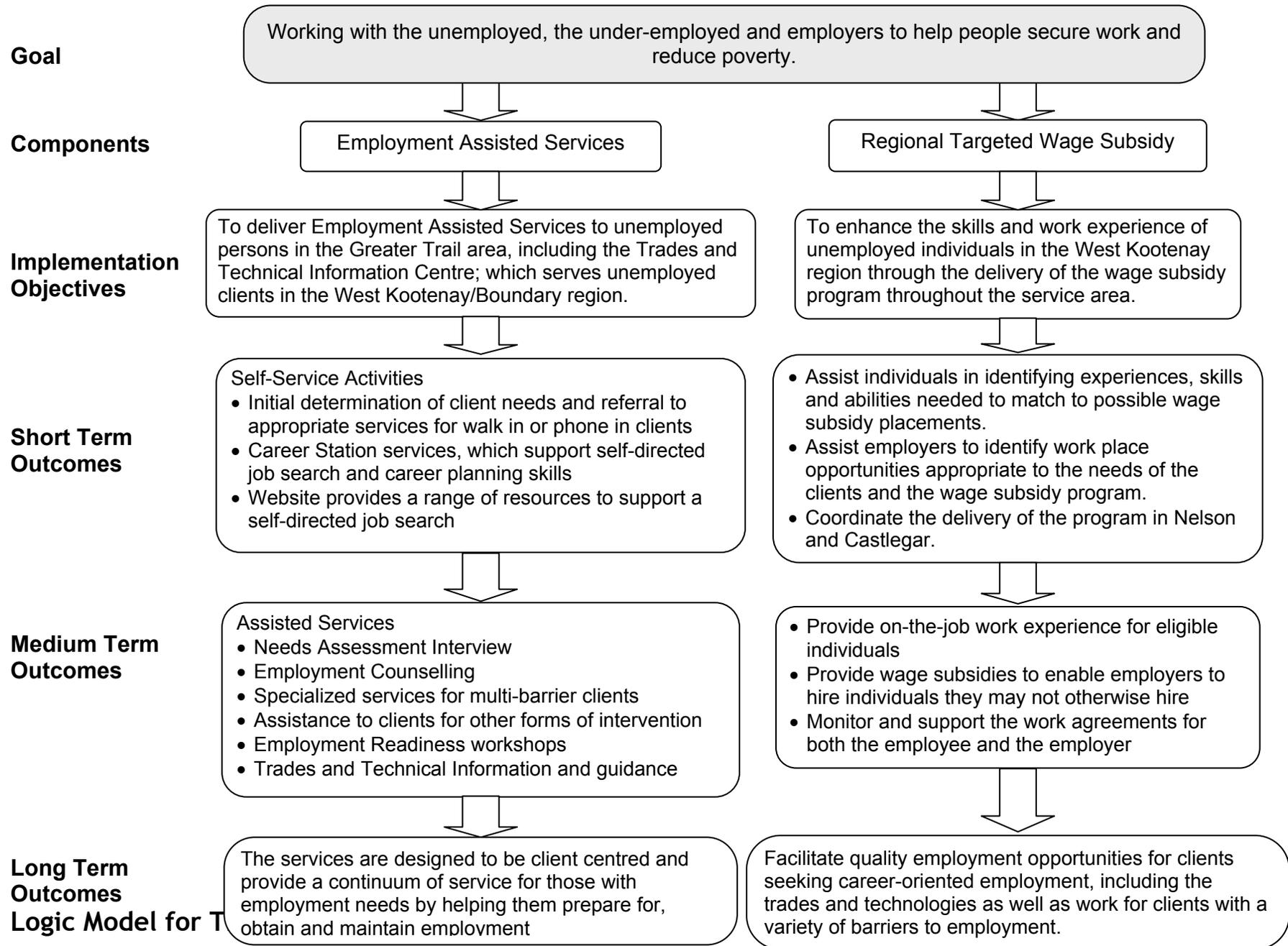
How Community Economic Development is reducing poverty in Canada and how it could be doing more

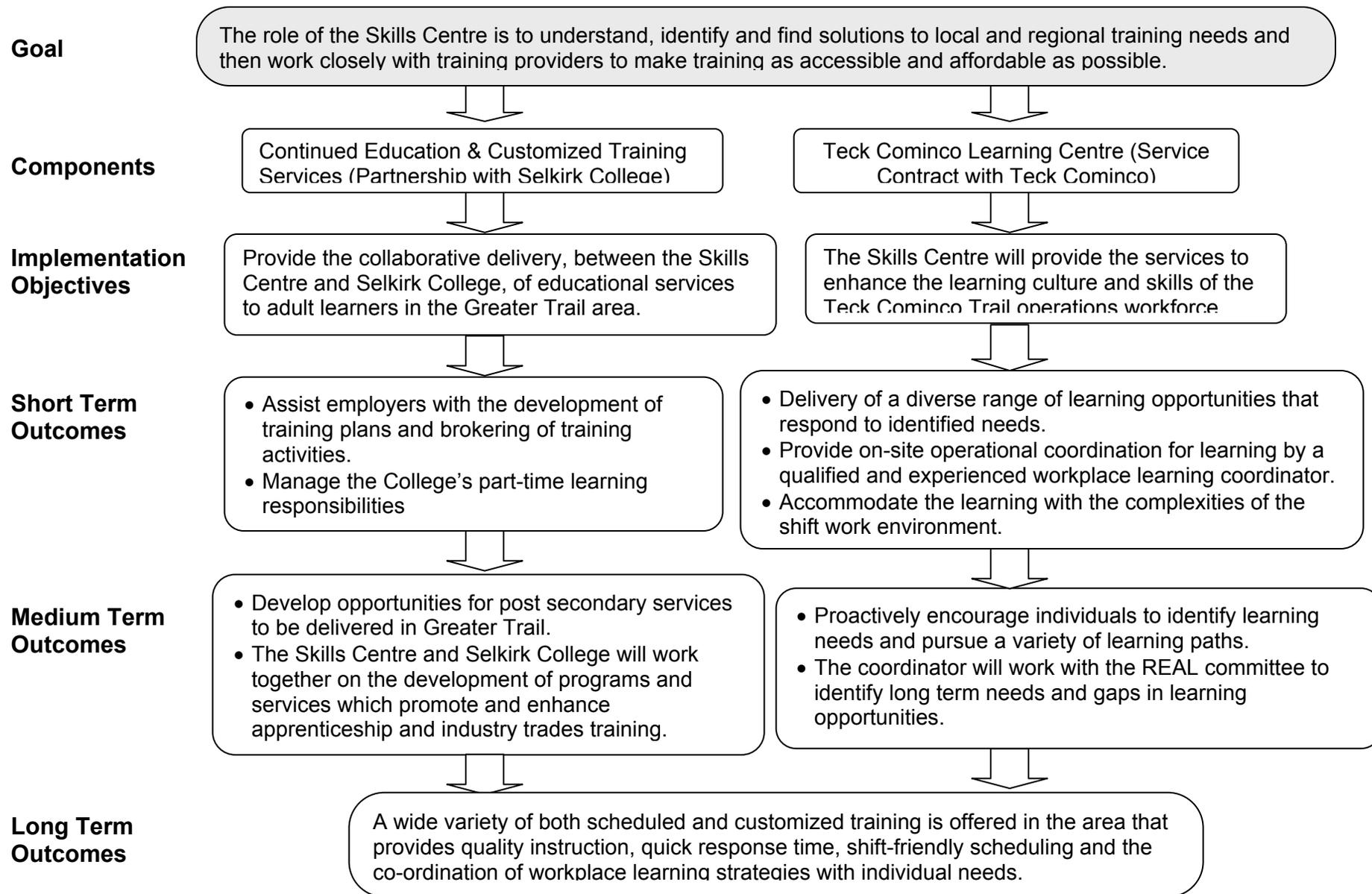
Logic Models

Logic Model for Greater Trail Community Skills Centre

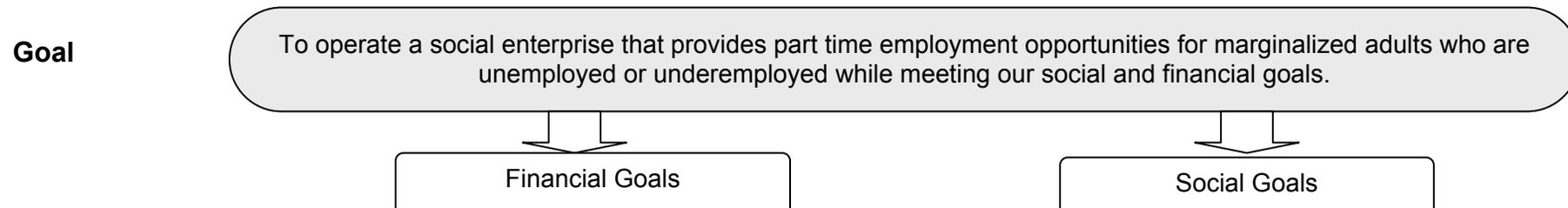


Logic Model for Employment Services





Logic Model for the Right Stuff



Components

**Implementation
Objectives**

**Short Term
Outcomes**

Medium Term Outcomes

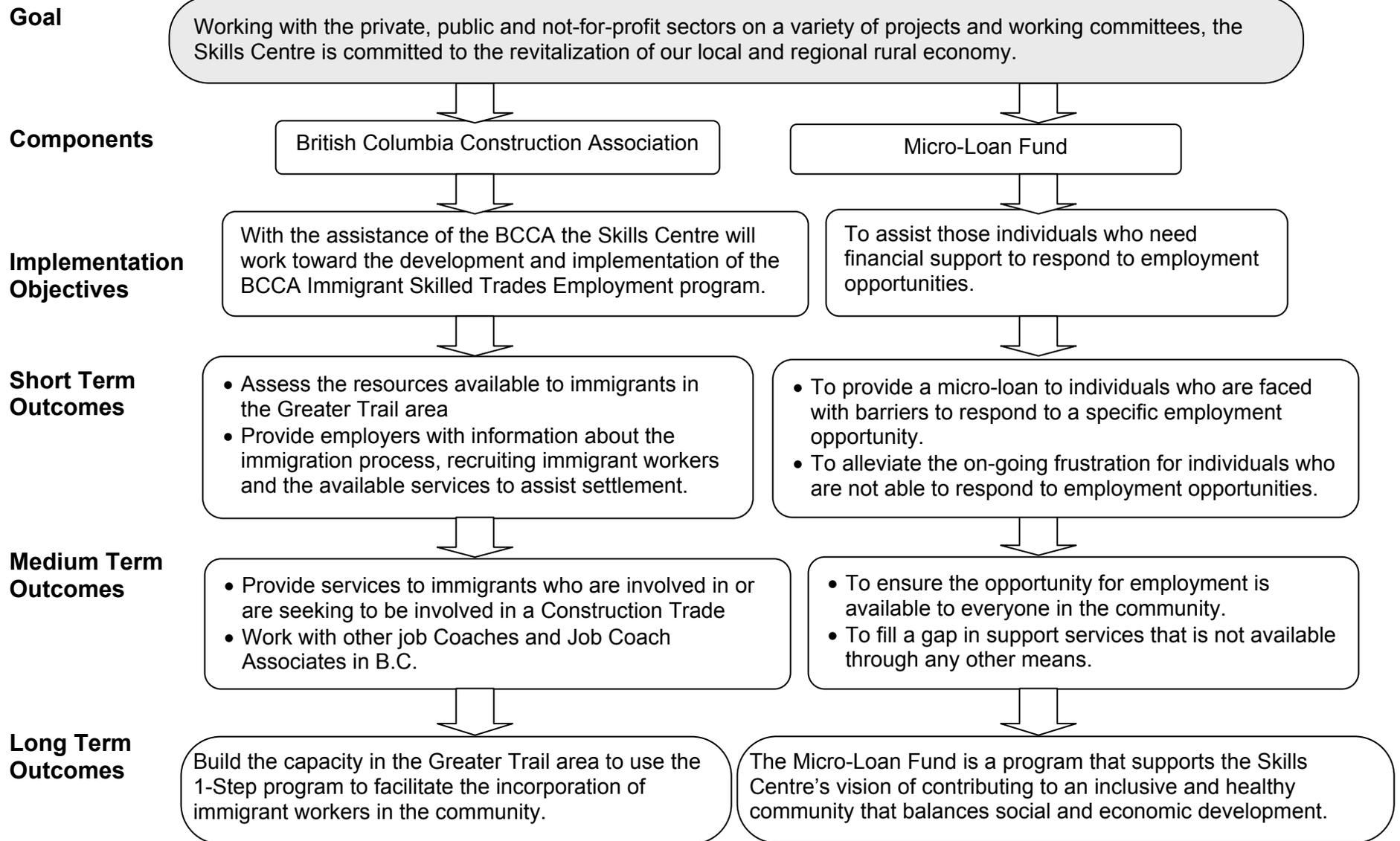
- Provide team volunteer opportunities that promote engagement in community events and facilitate team building
- Continue to modify/monitor the program and make adjustments as needed to best meet the needs of the business and the participants
- Build a stable work team – determine balance of marginalized 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

- 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.

Long Term Outcomes

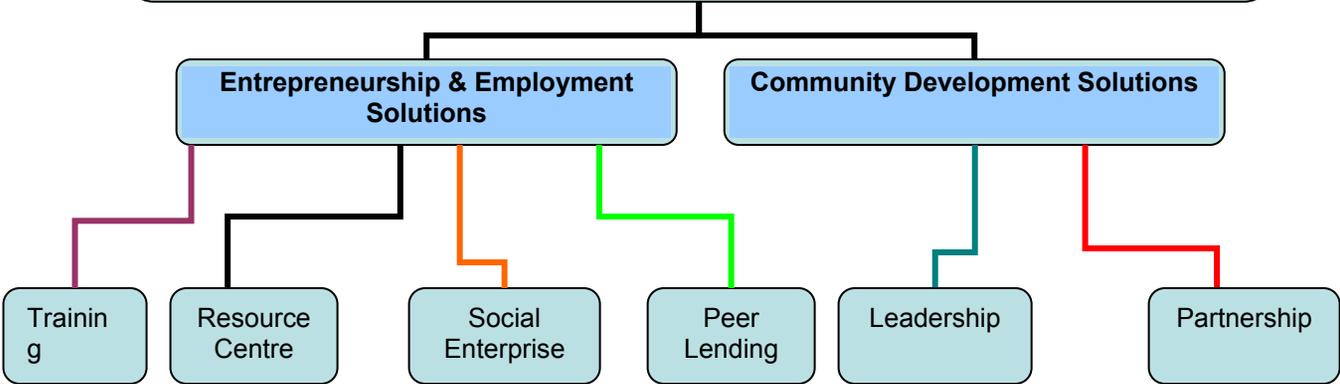
The Right Stuff continues to successfully renegotiate our contract with the customer, allowing us to provide employment for individuals, while meeting our social and financial goals: many participants successfully move through the program and on to further education or long term sustainable employment,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

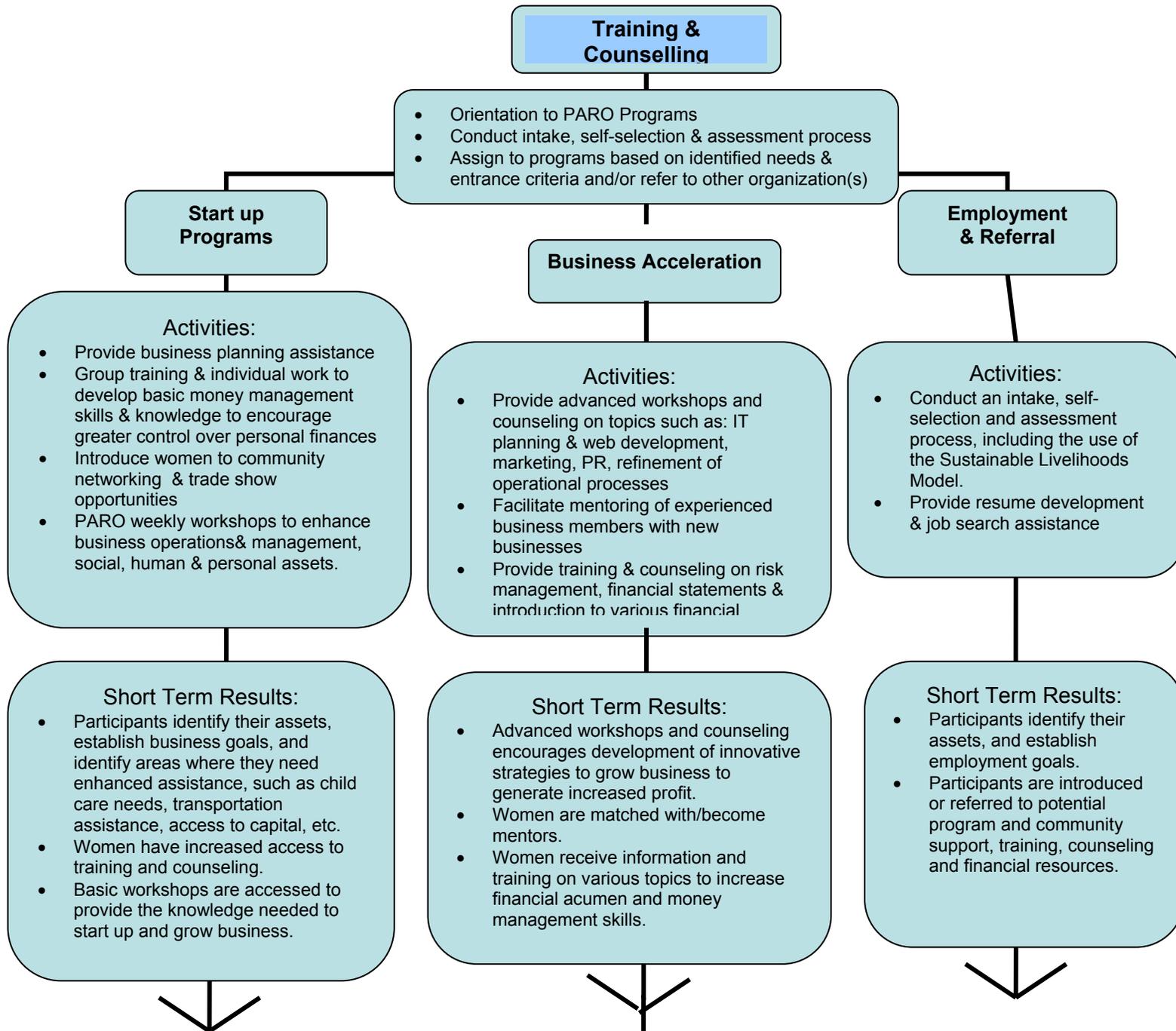
Logic Model for Community Solutions

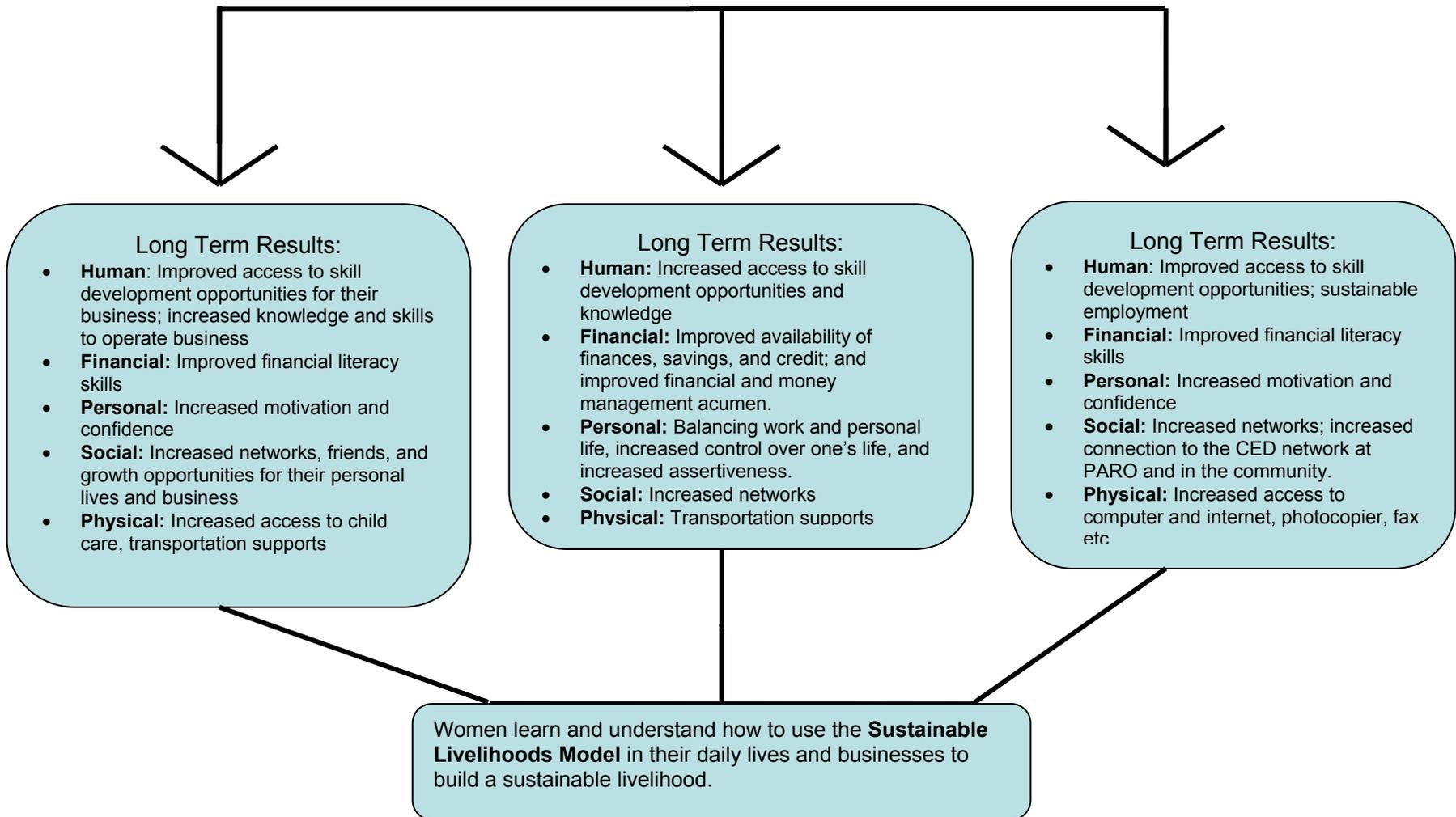


**PARO Centre for Women's Enterprise
Logic Model**

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.







Resource Centre

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

PARO Centre

PARO on Wheels

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

Incubator

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 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:

- 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 traveling resource centre (PARO van) including computers.
- **Human:** Increased knowledge & skills
- **Personal:** Increased motivation and confidence
- **Social:** Increased networks
- **Financial:** Improved financial literacy

Social Enterprise

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:

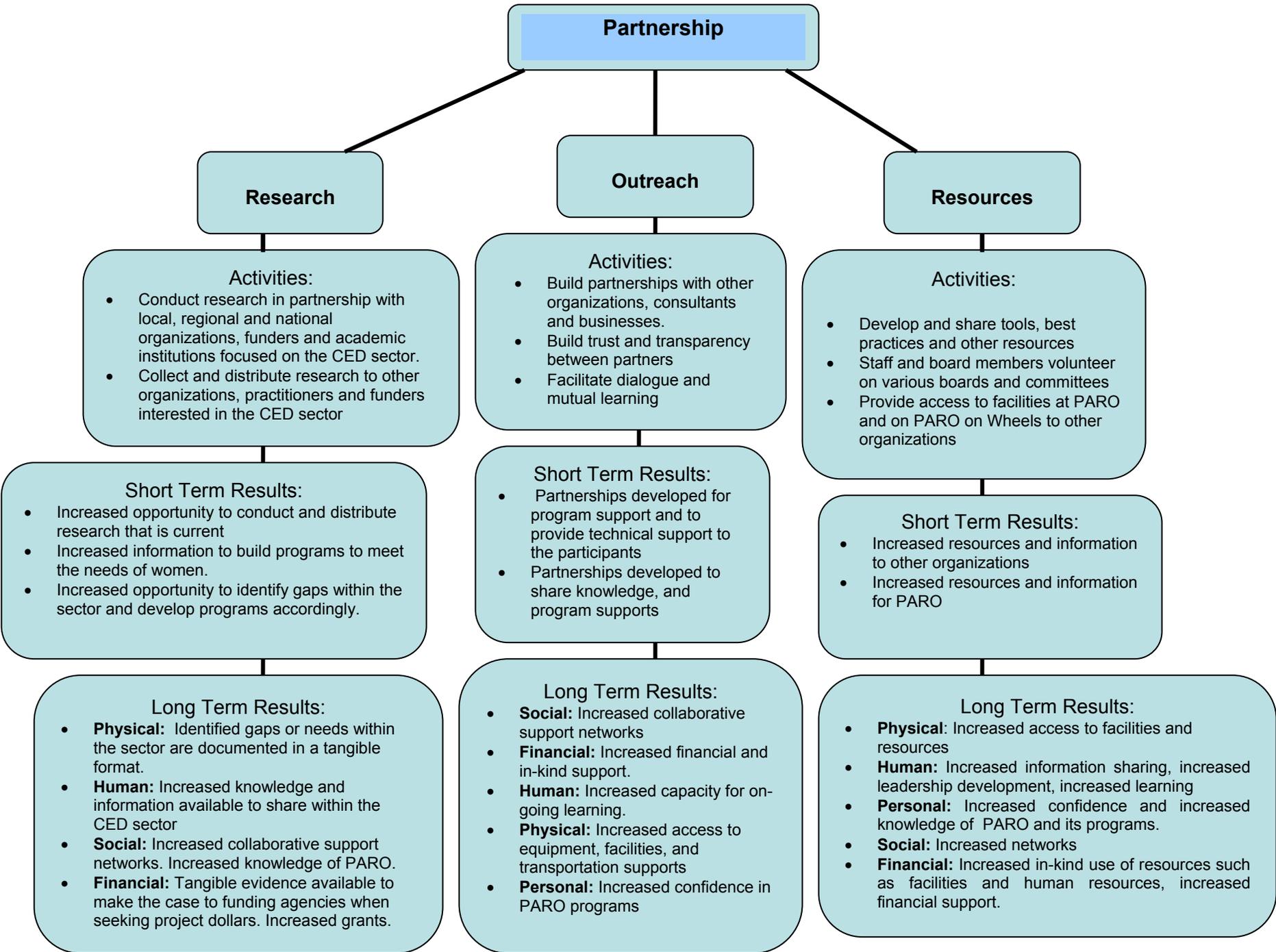
- Orientation to the board
- Participation in decision-making
- Provide Board training via workshops, strategic planning sessions, and seminars

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 on-going 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.

Childcare

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

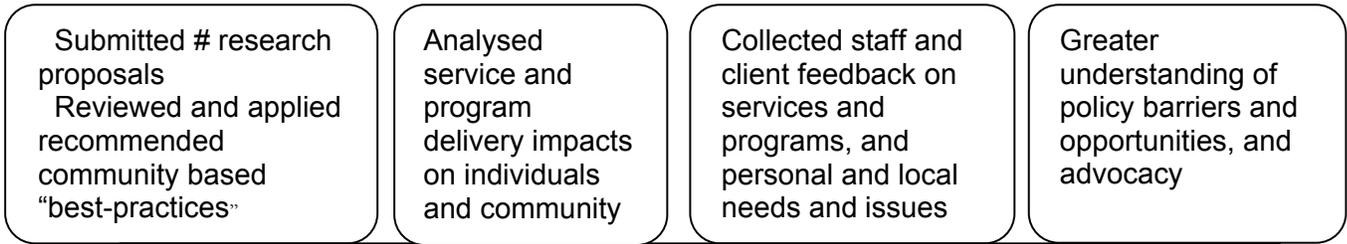
- Improved attitude toward self and society for clients
- Successful integration (social and economic) into Canadian society

- 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

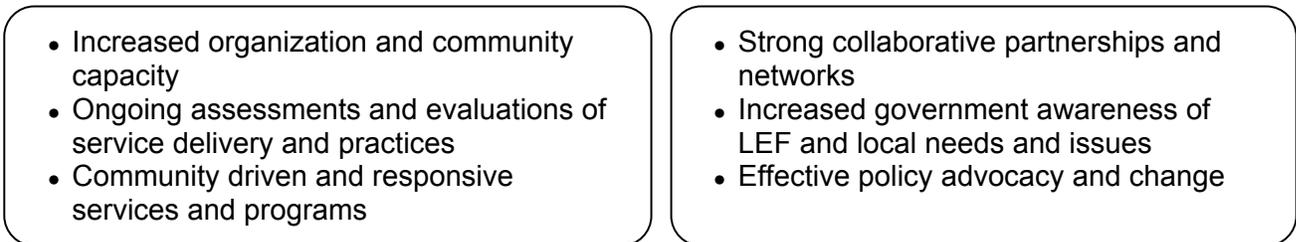
Outputs



Short Term Outcomes



Long Term Outcomes



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

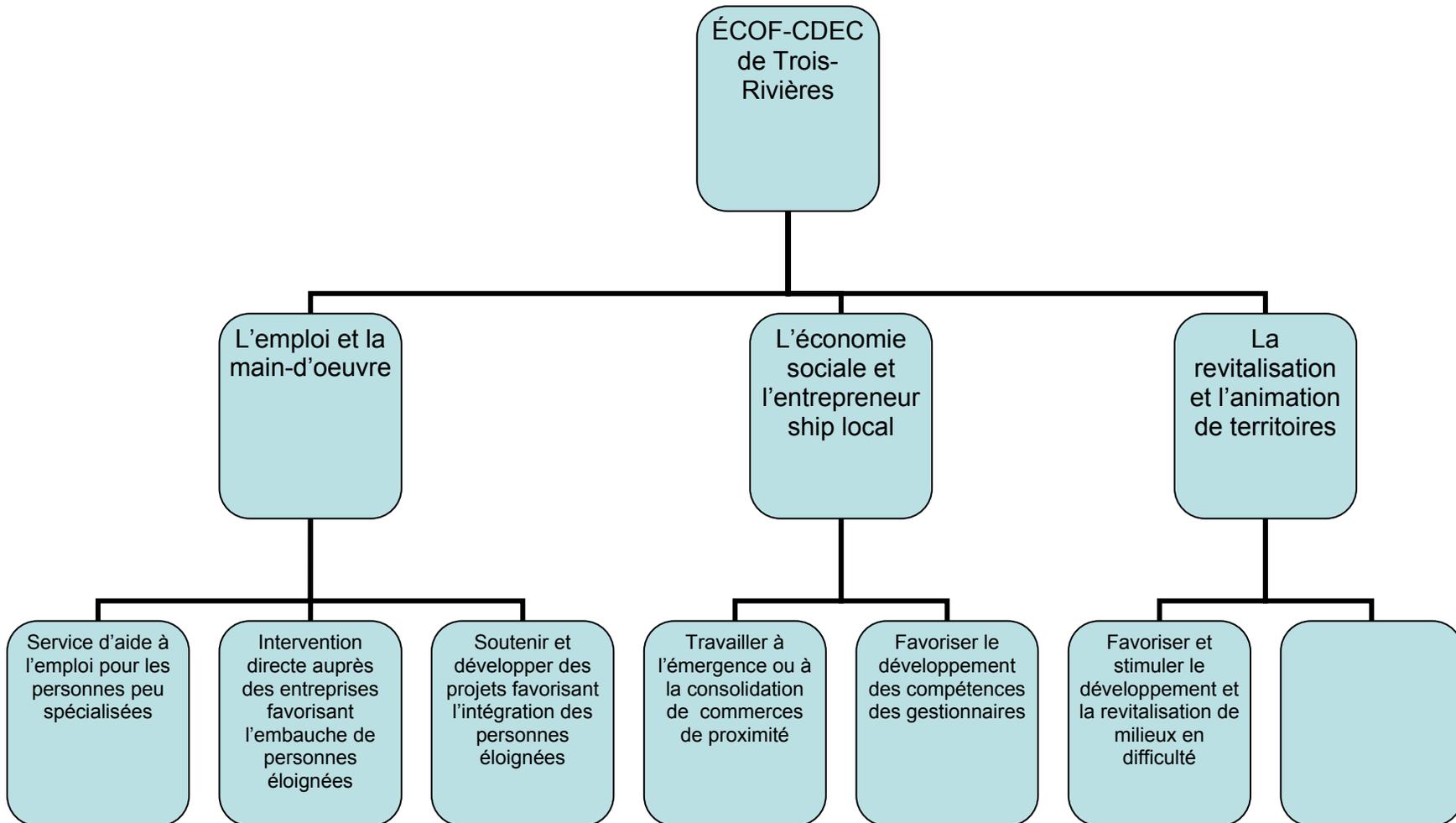
- Inclusive and innovative service/program delivery networks
- Services and programs developed by and for community

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

Cadre logique- ÉCOF-CDEC de Trois-Rivières



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

Intervention directe auprès des entreprises favorisant l'embauche de personnes éloignées

Implementation Objectives

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 autre zones défavorisées de la ville.

Approche d'intermédiation entre les entreprises, les ressources en emploi et la main-d'œuvre peu spécialisée.
Intervention directe à l'entreprise.
Approche de prospection .

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).

Habiliter les gestionnaires d'entreprise en gestion des ressources humaines – sensibiliser et informer les entreprises sur les outils et ressources existantes en lien avec les problématiques de gestion des petites entreprises.
Susciter une offre d'emploi plus adaptée au profil de la main-d'œuvre locale peu spécialisée.

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.

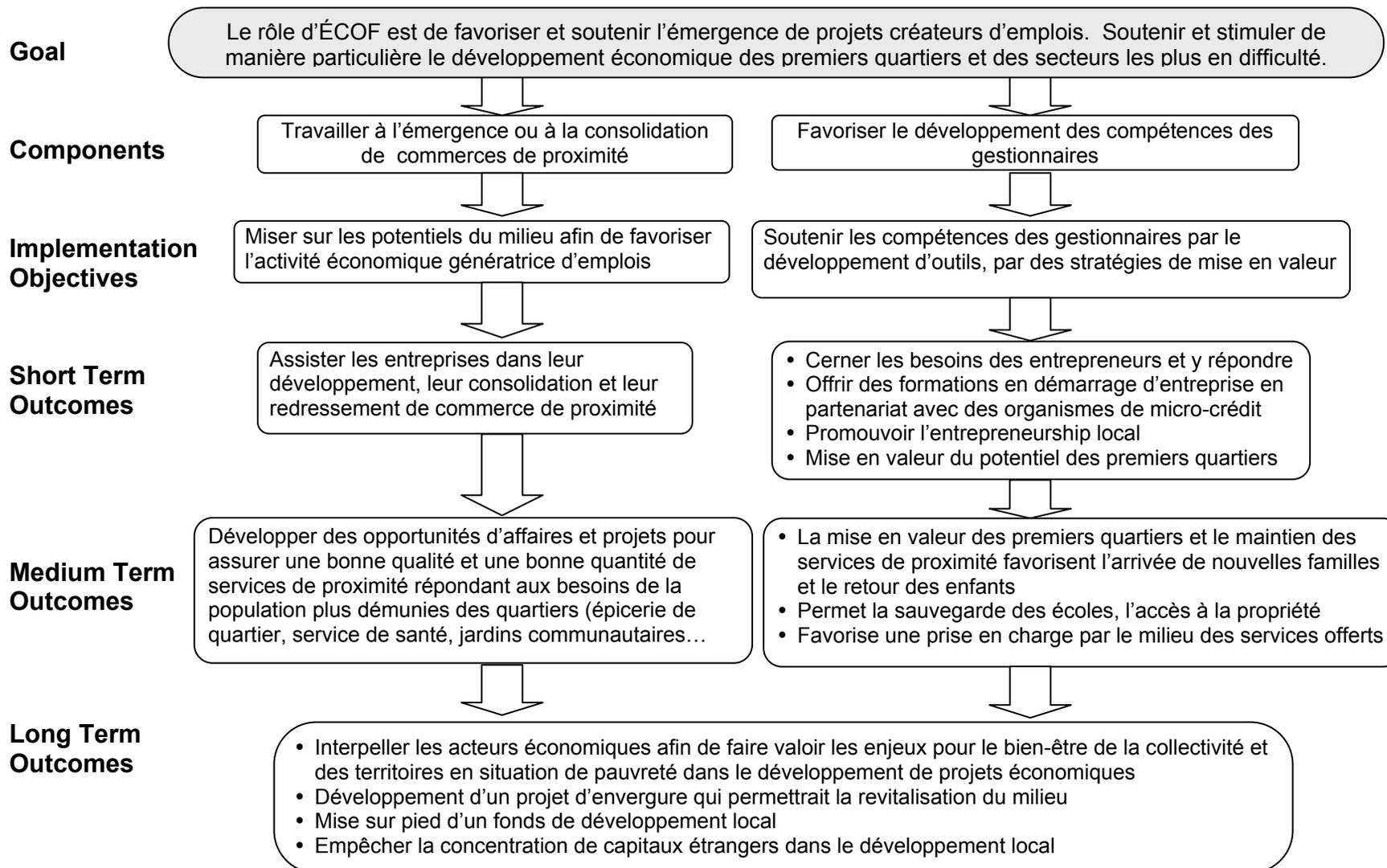
Favoriser un meilleur accès aux emplois pour la main-d'œuvre peu spécialisée.
Expérimenter une nouvelle approche de concertation entre les entreprises et les ressources en emploi en regard de la gestion de l'offre et la demande d'emploi dans le secteur des métiers peu spécialisés.

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

Cadre logique pour l'économie sociale et l'entrepreneurship 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 résidents 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

Implementation Objectives

- 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

Short Term Outcomes

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 Adélarde 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

Medium Term Outcomes

Impliquer 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

Long Term Outcomes

Projeter un plan de développement des quartiers de manière à intervenir et influencer l'aménagement des territoires
Travailler des projets liés au développement durable et l'environnement

