

**Centre for Community Learning & Development**  
 Revised & Updated Theory of Change – 2013 - 2018

**Vision:**

**Strong Communities Together**

**Mission:**

*Creating a strong culture of community engagement through capacity-building, progressive learning and innovative training.*

<b>Pillars</b>	<b>Strong Programs</b>	<b>Collaboration/Partners</b>	<b>Promotion/Awareness</b>	<b>Strong Organization</b>	<b>Financial Stability</b>
	<b>If we enhance our responsiveness and effectiveness in delivering adult academic upgrading and training</b>	<b>If we collaborate through partnerships to develop change-oriented leaders, and build community</b>	<b>If we communicate the need for literacy, training, and clear language &amp; design</b>	<b>If we strengthen our human resource capacity, and organizational effectiveness</b>	<b>If we expand and diversify our funding base and maintain effective stewardship</b>
<b>Theory of Change Goals</b>	Then participants will have access to increased variety, as well as quantity and quality of learning opportunities	Then we will be better positioned to expand the impact of our programs, and advance our organizational reach	Then more people and institutions will be aware of barriers to full participation experienced by marginalized individuals and communities in our society	Then we will have long term sustainability in program delivery, staff development & succession	Then we will achieve financial sustainability and ensure our capacity to provide innovative programs
<b>Theory of Change Outcomes</b>	<ul style="list-style-type: none"> <li>- Stronger emphasis on program development, planning and evaluation</li> <li>- Higher student outcomes, in academics, employment readiness, leadership, and community engagement skills</li> <li>- Enhanced research/evaluation capacity that inform program development and impact</li> <li>- Trainees have more skills and tools for engaging in capacity-building activities in their communities</li> <li>- Meaningful changes in the skills, knowledge, attitudes, and perceptions of program participants</li> </ul>	<ul style="list-style-type: none"> <li>- Stronger network of organizations that share tools, ideas, knowledge, programs, and practices</li> <li>- Increase in the number of sustainable partnerships</li> <li>- Increased reciprocal referrals</li> <li>- More residents helping each other; coordinating and delivering activities</li> <li>- Increase in collaboration across neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>- Increased presence of our messaging and campaigns (e.g., more social &amp; media mentions of the need for literacy programs and training for new Canadians, seniors, and youth as well as the need for clear language and design)</li> <li>- Increased number of private and public sector organizations making their public information and materials more accessible</li> <li>- More program participants and volunteers engaged in activities that raise awareness of the impact of our work (videos, testimonial, Facebook, Twitter, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Board, staff and volunteer retention</li> <li>- Succession Plan is in place</li> <li>- Strategic plan is in place and monitored</li> <li>- Strong participation of staff, board and volunteers</li> <li>- Resource development plan is in place</li> </ul>	<ul style="list-style-type: none"> <li>- Creative and varied funding options that help to both sustain and expand the capacity of our programming</li> <li>- Fundraising plan implemented</li> <li>- Establish a cash flow cushion (reserved fund)</li> </ul>