

Strategic Plan

A Theory of Change

Creating meaningful impact
and measuring what matters

2024 – 2028

The Next Four Years

Arriving at a new strategic plan

PTP Adult Learning and Employment Programs (PTP) is a community-based organization located in Toronto, Ontario.

For over 30 years, PTP has delivered foundational and transferable skills programming and services that create pathways for positive change for those facing literacy and other barriers to employment. Early in 2023, as we moved out of the pandemic, PTP began the process of developing a new strategic plan grounded in a theory of change.

A different world post-pandemic

The COVID-19 pandemic brought about significant changes to the world, and PTP was no exception. We had to adapt to rapid social, technological, and economic shifts, which led to increased digital learning and innovative uses of technology. These changes increased our ability to connect with one another but also magnified existing accessibility and equity challenges. It was time for PTP to step back, gather insights, and plan for a renewed future.

Gathering feedback

Understanding the importance of inclusion and consultation, our theory of change engagement audience included current and past clients, partners from across Canada, staff, and board members. Various methods of engagement were used - online and in-person focus groups, key informant interviews, and surveys. The feedback from the various engagement audiences provided us with valuable insights and evidence that informed our theory of change and helped us prioritize strategic directions and goals.

A theory of change

Through the principles of a theory of change, PTP's new strategic plan will provide a framework to guide us over the next four years – 2024 to 2028. We understand the importance of designing and delivering programs and services that help people develop the skills and confidence they need to take charge of their learning and work journeys and make meaningful changes in their lives. Moving forward, we remain committed to cultivating relationships, building connections, and expanding opportunities for growth and innovation.

Vision, Mission and Impact



Ultimate Impact

VISION

Empowering people to learn and find work they value.

MISSION

To provide basic skills education, upgrading, job search and related services to individuals preparing for employment, training or further education.

People are equipped, uplifted and supported to take charge of their learning and work journeys, becoming their own agents of change for an improved quality of life.

Our Theory of Change

If we...

Put people first and ground our approach in relationships and unique contexts

Position ourselves to serve those with complex barriers to education, training and employment

Create an environment that welcomes and respects differences while affirming community

Work collaboratively, both internally and with our partners and participants

Live our values, including being mindful of our own wellbeing

Use technology thoughtfully to do our work and to bridge the digital gap

Develop progressive and effective partnerships to address barriers to education and employment

We expect...

To design and deliver high quality services (education, training and employment) with intention and purpose

To make a meaningful positive impact in people's lives through increased skills, capabilities, access, hopefulness and confidence

To help create strong networks and learning communities

To co-create sustainable and scalable solutions with other organizations and agencies

To promote organizational resilience

So that...

People are equipped, uplifted, and supported to take charge of their learning and work journeys, becoming their own agents of change for an improved quality of life

Strategic Directions and Goals

Four areas we've prioritized over the next four years



Deepen our people-first culture

- a. **Assess client needs:** Understand the needs of our clients and explore strategies, tools, and practices to ensure they feel valued and supported. This will empower them to make meaningful life changes.
- b. **Assess staff needs:** Similarly, assess the needs of our staff. Explore strategies, tools, and practices to create a work environment where they feel valued, supported, and engaged, contributing to positive wellbeing.
- c. **Equity-focused learning and career development:** Advance equity-focused learning and career development opportunities for staff.
- d. **Diverse and inclusive work environment:** As we implement our strategy, define and cultivate a needs-informed diverse and inclusive work and learning environment.



Cultivate strategic relationships and collaborations

- a. **Partner with agencies and organizations:** Collaborate with other agencies and organizations. This will expand our visibility, enhance our network reach, and allow us to scale solutions for positive client outcomes at local, regional, and national levels.
- b. **Workplace literacy initiatives:** Engage employers in workplace literacy initiatives. This will improve workforce skills and contribute to overall success.
- c. **Leverage community resources:** Tap into existing community resources. Develop and implement mechanisms for expanded funding, leveraging what's already available.

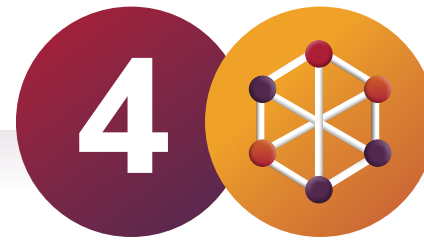
Strategic Directions and Goals

Four areas we've prioritized over the next four years



Foster innovation

- a. **Strengthen current programming:** Continuously seek opportunities to strengthen, enhance, or build upon our current programming, resources, and tools. This will increase access and effectiveness.
- b. **Collaboration across programs:** Create opportunities for collaboration across programs, projects, and learning sites. Connecting teams will strengthen outcomes.
- c. **Stay ahead with technology:** Collaborate with experts in digital and educational technology. By staying at the forefront of advancements, we can innovate and improve our services.



Build organizational capacity

- a. **Financial sustainability plan:** Develop a long-term diversified financial sustainability plan aligned with our strategy. This ensures stability and growth.
- b. **Human resources balance:** Maintain a balance in human resources capacity. Proper planning will support our goals.
- c. **Continuous improvement:** Implement a scalable impact framework and embrace digital transformation. Strive for continuous improvement in all aspects of our work.

Measuring What Matters



The ultimate impact we are working to create:

People are equipped, uplifted and supported to take charge of their learning and work journeys, becoming their own agents of change for an improved quality of life.

For Clients

Success for our clients will come from effectively addressing their unique needs and assisting them in reaching their self-identified goals, leading to successful employment and an enhanced quality of life.

We'll track our progress by monitoring the number of clients moving towards their learning objectives and benefitting from referrals to community programs.

Client experiences, including feeling supported and valued, having access to technology, and increases in skills and confidence, will guide our efforts.

The impact of our work will be measured by clients' reports of significant life changes, employment success, and overall life quality improvements.

For Employees

For our employees, success will be seen in an environment where staff are fully engaged, a workforce that is representative of our values, and teams that are connected and collaborative.

Our progress will be measured by the implementation of equity-focused training, initiatives aimed at team integration, and our success in creating an inclusive, representative workplace.

We'll assess employee experiences by their sense of being valued and supported, their connectedness with their teams, the fostering of open dialogue, and an alignment with our shared goals.

The impact will be visible in improved employee wellbeing and a more diverse organizational representation.

For PTP

Success for PTP is envisioned as developing strategic partnerships that broaden our network and visibility, securing diversified and sustained funding, and retaining the agility to quickly adapt to opportunities and challenges.

We will evaluate our progress by the growth in our client base, expansion of our network, improvements to our programs, and the development of new funding strategies.

Our experience will be measured through the strength and quality of our partnerships and the efficacy of our collaborative efforts.

The overall impact will focus on enhanced client outcomes, our ability to respond to changing circumstances, and the expansion of our service delivery, funding, and use of technology.

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