

ADD THE FULL LEGAL NAME OF YOUR AGENCY IN CAPITAL LETTERS

- Add the Name of Your Program in Title Case

Revised 2016 Month DD

THEORY OF CHANGE:

Notes on Formatting: Please start by saving this file as your “Agency Name_Program Name TOC_MM-DD-YY”. Then add the full legal name of your agency above, as the Theory of Change forms part of your contract with FCSS. Then add the program name and the date the TOC was revised. Do not use bullets, number lists, bold text, underlines, or italics in any of your descriptions.

Need: Add a short paragraph here with relevant statistical information about the population to be served. Footnotes are used to cite complete references and complete data sources.¹

Goal: To... This is simply a short sentence that clearly states the long-term outcomes the program is expecting to achieve (not the goals of the agency).

Strategy: Describe the specific strategies that will be used by the program to achieve the goal, including who the program is aimed at (target audience), what will be done (program content), where and how it will be delivered, and when. This should include information on frequency, duration, and program cycle (e.g., runs two hours per day three days per week in quarterly cycles; runs once a week for three hours from September to December and January to June; year-round, ongoing registration with post-testing done every March). Please do not use references in this section.

Rationale: This is a summary of key research findings that support why the strategy that is being used is a best or promising practice for achieving the program goal. Key research findings are provided in the FCSS Research Briefs, which are posted on the “Funding Framework” page of the FCSS website at www.calgary.ca/fcss. They describe best and promising practices in the areas of preventive social support programs funded by FCSS. For a deeper understanding of why to use a particular approach, agencies can refer to the original research cited in the FCSS Research Briefs. Footnotes are used to cite complete references.^{2 3}

Notes on Indicators: Copy the indicator survey number and name from the FCSS Social Inclusion Indicators List on the “Agency Resources” page of the FCSS website at www.calgary.ca/fcss.

Indicators:

38 – Youth – Grades 7-12 – Self-Esteem, Self-Confidence, Identity

Notes on Footnotes: Footnotes facilitate learning among agencies that wish to explore particular program areas in more depth. To add a footnote, click on the **References** tab at the top left of the screen then choose **Insert Footnote**. Refer to the Footnote Style Guide on the “Agency Resources” page of the FCSS website at www.calgary.ca/fcss so you know what to include. Once you are finished adding all of your footnotes, click anywhere on them and “Select All” (Ctrl A). Then click on the “Styles” arrow at the bottom right of the Styles box on the **Home** tab and select the style called “Footnote Text + 8.5 justified” to make them the right size.

¹ Pinnow, Joanne. 2014. “The path: The emotional, spiritual, mental and physical dimensions.” Aboriginal brief. FCSS Calgary Research Brief 6. Calgary: City of Calgary, FCSS Calgary. Page 4.

² Centre of Excellence for Youth Engagement. 2003. Youth Engagement and Health Outcomes: Is There a Link? Toronto: Centres of Excellence for Children’s Well-Being, The Students Commission. Pages 4-10.

³ Cooper, Merrill. 2014. “Educational upgrading.” Individual and family economic self-sufficiency. FCSS Calgary Research Brief 3. Calgary: City of Calgary, FCSS Calgary. Pages 4-7.