Confidential

STUDENT EVALUATION CASE COMPETITION
CONCOURS DE CAS EN ÉVALUATION POUR LES ÉTUDIANT(E)S

2022 Competition Final Round

2SLGBTQ+ Youth Program
Winnipeg Rainbow Resource Centre

June 13, 2022

The Case Competition is proudly sponsored by:

Introduction

Welcome to the Final Round of the 2022 CES/CESEF Student Evaluation Case Competition! Here is the scenario for this round:

> Your consulting firm has been invited to respond to the attached Request for Proposals (RFP) to prepare an evaluation plan for the *Youth Program*, a program that offers a positive space to celebrate identity for 2SLGBTQ+ youth, ranging in ages from 10 to 21, at the [Rainbow Resource Centre](). This program focuses on fostering resilience, increasing self-esteem, confidence, and skills, as well as building social networks, contacts, and peer support for 2SLGBTQ+ and allied youth.
>
> The Centre is seeking a consulting firm to develop an evaluation plan for the *Youth Program* to determine the impact of the program. Your proposal presentation should (i) demonstrate your understanding of the program, including a description of its main objectives and tasks, a logic model, and an evaluation matrix with key performance indicators; (ii) describe the proposed methodology, as well as strategies to integrate data collection into regular programming; (iii) identify possible risks and challenges and indicate mitigation strategies to address these; and (iv) provide a timeline for the work. The evaluation framework and proposed methodology should also apply a lens of equity, diversity, and inclusion, as well as a capacity building approach.
>
> Section 2.2 of the RFP identifies the proposal requirements in more detail. The assessment criteria for the proposals are identified in section 2.3 of the RFP. The team that prepared the recommended bid will be declared the winner of the 2022 Student Evaluation Case Competition.

Organizing Committee

The members of the 2022 CES Student Case Competition Working Group and Case Selection Sub-Committee are Kathryn Radford, Brian McGowan, Christine Sheppard, Micheal Heimlick, Tin Vo, Michelle Naimi, Samantha Inwood, Janine Badr, and Frédéric Bertrand.

The judges for round 2 of the Student Evaluation Case Competition are Caila Aube, Victoria E. Díaz and Benoît Gauthier.

Case Competition Rules

1. Coaches must not communicate with their teams once the case document has been distributed.

2. Teams may use the internet to search outside resources but may not consult with any individuals or organizations.

3. Teams will work together to develop their proposal presentations. Teams have 5 hours to complete their proposals.

4. A member of the organizing committee will enter the teams' rooms to take a photo of each team working.

5. At the end of 5 hours a member of the organizing committee will retrieve a USB key from your team with your submission. Your USB key will be returned.

6. Presentations should be no longer than 20 minutes. A time-keeper will give warnings as the end of the presentation period approaches.

7. The judges will have approximately 10 minutes after the presentation to ask questions of the team. Representatives of Rainbow Resource Centre will also be invited to ask questions. If there is time, a question from the sponsors and/or audience members may be asked.

8. Teams may present in either or both official languages. Judges will ask questions in the team's language(s) of choice.

9. A member of the organizing committee will print copies of the presentations for the judges. Teams are not permitted to provide any other materials to the judges.

Questions or Problems

To communicate with organizers on the day of the competition, please call one of the following individuals:

Name	Phone Number
Michelle Naimi *(enquiries in English)*	1-778-881-7855
Kathryn Radford *(demandes de renseignements en français)*	1-613-558-6457

Have fun and good luck!

Request for Proposals: *2SLGBTQ+ Youth Program*

1.0 Winnipeg Rainbow Resource Centre and Program Profile

1.1 About Rainbow Resource Centre

Rainbow Resource Centre envisions a society in which diverse sexual and gender identities, orientations, and expressions are included, valued, and celebrated. To achieve this vision, the Centre nurtures inclusive spaces for Two-spirit, lesbian, gay, bisexual, transgender, queer, questioning, and other sexual and gender identities (2SLGBTQ+) communities to thrive.

The Centre began as a student group at the University of Manitoba in the early 1970s, later incorporating as a non-profit organization in 1988. In 2008, the Centre relocated to its current home at 170 Scott Street, a few blocks from its old location, and has now been in the Osborne Village area in Winnipeg for almost 30 years. It is the longest continuously running 2SLGBTQ+ resource centre in Canada.

The Centre runs numerous programs for the broad spectrum of members of the 2SLGBTQ+ communities. These programs include:
1. **Camp Aurora**, a 2SLGBTQ+ youth summer camp experience.
2. **Counselling**, free short-term counselling.
3. **Education**, classroom and gay-straight alliance (GSA) education/outreach, as well as diversity and inclusion training and consultations for workplaces.
4. **Library**, a special collection of 2SLGBTQ+ content.
5. **Over the Rainbow for 2SLGBTQ+ older adults**, a social group for 2SLGBTQ+ adults aged 55 and older.
6. **Social support groups**, nine community-initiated and community-run groups.
7. **2SLGBTQ+ Youth Program**, drop-in activities for youth aged 10-21.

1.2 Youth Program

Rainbow Resource Centre's *Youth Program* is for 2SLGBTQ+ and allied youth, ranging in ages from 10-21, and offers a positive space to celebrate identity. The *Youth Program* focuses on fostering resilience, increasing self-esteem, confidence and skills while building social networks, contacts, and peer support. The *Youth Program* began informally, in the 1980s and grew into a peer-led social group that met once per week. In 2003, the *Youth Program* (formerly known as Peer Project for Youth) began receiving funding from United Way and grew into one of the Centre's core programs.

The *Youth Program* is primarily a virtual and in-person drop-in space where a range of educational and skill-building workshops as well as social activities take place, including intergenerational activities that connect youth with 2SLGBTQ+ older adults, as well as family-style drop-in dinners. During the COVID-19 pandemic, the virtual venues

included Zoom and livestream via [YouTube](), [Instagram]() with live Q&A sessions, and a [Discord channel]() available 24/7. Prior to the COVID-19 pandemic, events occurred in a physical drop-in space at the Centre. Activities and participation data are provided in **Table 1**.

Table 1: *Youth Program* **activities and participation data, 2017-2021**

	2017	**2018**	**2019**	**2020**	**2021**
# Workshops/learning opportunities	94	88	46	56	69
# Workshop participants	1,656	1,731	555	-[1]	1,146
# Cultural activities	52	58	37	0	0
# Referrals made for other resources or services	25	0	9	94	31
# Youth mentors	-	195	117	0	0
# Adult mentors	-	17	20	0	22
# Youth mentees	-	195	166	0	0

Note 1. Unable to determine.

Topics, workshops, events, and activities are identified from expressed needs and trends arising through the Discord channel and conversations with the Participant Support Coordinator. For example, there are currently 34 Discord channels that cover a wide range of topics, including resources, questions, relationships, school and Gay/Straight Alliances (GSA), gender euphoria, positive things, and special interest groups such as: anime, make up and literature, art, and sports. There are also specific hidden channels such as "youth aged 13 to 16", " youth aged 17 to 21", "BIPOC Space" and "2S and Indigenous Space" that youth must request to join. This platform is a way to encourage peer networks among youth and is open to 2SLGBTQ+ youth aged 13-21 across Manitoba.

Informal feedback from youth participants led to the creation of a Black Indigenous People of Colour (BIPOC) Youth Program with dedicated activities for them. The space is intended to affirm and celebrate 2SLGBTQ+ BIPOC youth and meant for youth to connect with others who share similar life experiences and to feel supported by BIPOC peers and volunteers. For the *Youth Program*, an average of 15-20 youth attend each night when programming is scheduled (ages split into cohorts 10-13, 13-16,16-21, 13-21 on Saturdays). The *Youth Program* is staffed by three individuals: Youth Program Coordinator, BIPOC Youth Program Coordinator, and the Participant Support Coordinator. Programing moved online after March 2020, and the Centre hopes to re-open in-person programming in spring 2022.

The intended outcomes of the *Youth Program* are identified in **Table 2**.

Table 2: Intended Outcomes

Short-Term (1-2 years)	**Intermediate (3-5 years)**	**Long-Term (10+ years)**
Participants create a network of peers, create social connection, and have access	Increased knowledge, skills, and leadership capabilities.	Youth have increased contributions to their community.

Short-Term (1-2 years)	Intermediate (3-5 years)	Long-Term (10+ years)
to a safe space to explore themes of identity and belonging. Participants gain a sense of belonging and social connection through sharing food and access to a healthy hot meal. Participants learn from older adult mentors, create a network of role models, and gain social connection. A safe space to access harm reduction supplies, snacks, and mentorship through program staff. Participants have increased access and awareness of services for 2SLGBTQ+ youth. Rural/remote participants have access to network of peers and RRC staff and a safe online space to create social connections and access to resources and support.	Decreased sense of isolation. Increased capacity to cope with or adapt to issues throughout life (resilience) and confidence. Established networks of peers and mentors.	Youth have improved health and wellbeing from participation in the Youth Program. The Centre is a safe space for 2SLGBTQ+ youth to seek support when navigating identity and coming out.

1.3 Past Evaluations

The *Youth Program* is primarily funded through the United Way Winnipeg. At the Centre, there is a culture of evaluation, where data collection and reporting of participants' outcomes are valued. Unfortunately, youth remain a difficult population to engage in data collection or evaluation processes, considering the low response rate to participant surveys. This difficulty in reaching youth creates a challenge to engage in a comprehensive evaluation and the collection of high-quality data to make conclusions about the results of the program. An evaluation survey (**Appendix A**) was initially administered online monthly but has since changed to quarterly administration. Post-pandemic, the plan is to implement the survey monthly or bi-monthly. Data from 2019-2020 demonstrates that most participants identified positive outcomes and experiences (see **Tables 3** and **4**).

Table 3: Results from 2019-2020 evaluation, outcomes (*n*=33)

Measure	*n* (%) Strongly Agreed or Agreed
I feel more knowledgeable about coping strategies.	22 (66.7%)
I have more knowledge of resources and community supports.	27 (84.4%)[1]
I recognize that I deserve to be treated with respect and give respect.	24 (75.0%)[1]
I feel more connected to the 2SLGBTQ+ community.	28 (84.8%)
I contribute to the 2SLGBTQ+ community.	22 (66.7%)
I feel a sense of belonging in the Youth Program community.	25 (75.8%)
I have learned new skills in working with others.	20 (60.6%)
I have more knowledge about 2SLGBTQ+ issues and identity.	21 (63.6%)
I have a greater interest in my overall health and wellbeing.	10 (30.3%)

Note 1. n=32 respondents; 1 participant skipped this question.

Table 4: Results from 2019-2020 evaluation, experiences (*n*=33)

Measure	*n* (%) Some or All of the Time
The workshops and programming are good.	30 (90.9%)
The food is good.	25 (78.1%)[1]
I feel the staff and volunteers are supportive.	31 (93.9%)
I feel comfortable talking to staff and volunteers.	29 (87.9%)

Note 1. n= 32 respondents; 1 participant skipped this question.

Past data on three key indicators based on reporting requirements to the United Way Winnipeg are provided in **Table 5**.

Table 5: Outcomes reported to the United Way Winnipeg, 2017-2019

Key Indicator	2017 (*n*=150) # Youth Achieving Indicator	2018 (*n*=195) # Youth Achieving Indicator	2019 (*n*=165) # Youth Achieving Indicator
Participants have the ability to access social services.	105	129	25
Youth have increased ability to cope with, or adapt to, stress and challenging life situations.	77	100	21
Youth share their knowledge, skills, and leadership capabilities and contribute to their community.	97	121	22

Note 1. 116, 140, and 29 individuals completed the evaluation tool (online survey) in 2017, 2018, and 2019, respectively.

2.0 Scope of Work

2.1 Evaluation Services Required

Rainbow Resource Centre is seeking a consulting firm to develop an evaluation plan for the *Youth Program* to determine the impact of the program over the past 5 years. Because the Centre has a positive culture of evaluation, they are interested in building capacity among program staff and volunteers to support collecting high-quality data that is rigorous but feasible.

The evaluation plan should encompass a 3-year plan that includes a capacity building process. Furthermore, the evaluation plan should propose additional key performance indicators, and propose a data collection approach integrated into regular programming.

2.2 Proposal Requirements

The Steering Committee (i.e., judges) expects proposal presentations to include the following components:

1. An overview of your understanding of the *Youth Program* and the evaluation requirements.

2. A proposed logic model or alternative description of program flow and logic model narrative for the program, including at least one underlying assumption, one risk, and one external factor that may influence the program's intended outcomes. These can be part of the logic model figure or explained as part of the logic model narrative. The logic model should also be depicted in a way that is engaging and easy to understand (i.e., accessible) for youth, as well as for program staff.

3. An evaluation matrix/framework for the *Youth Program*, with a list of key evaluation questions and one to three indicators per question, clearly indicating which indicator is linked to which question, the related outcomes, and data collection method.

4. A description of the evaluation approach and data collection methods you recommend. Please ensure the proposed data collection methods address issues of diversity, equity, and inclusion, are appropriate for youth. Your plan should also include steps you would take to build internal capacity to implement the evaluation.

5. Anticipated challenges to conducting the evaluation (e.g., logistics, methodology, ethics, stakeholder engagement) and how you propose to deal with them (i.e., risk mitigation).

6. A work plan that outlines the different activities and the associated timelines for completion.

The Committee does not require that proposals include a budget.

2.3 Judging Criteria

The criteria by which submissions will be assessed are as follows:

1) Quality, innovation, and thoroughness in addressing the requirements that are outlined in Section 2.0 of the RFP in the team's proposal presentation. (50%)

2) Quality of the in-person presentation in terms of clarity, flow of information, persuasiveness, and interaction with the judges. Team members' involvement and collaboration in the presentation and subsequent question and answer session. (50%)

Appendix A

RRC Youth Program

Evaluation Survey

We would LOVE to know what you have learned, how you have grown, and how you have benefitted from coming to Peer Project for Youth. We would also like to know what we can improve on to bring you the best PPY possible. We thank you for sharing your experience with us. Your name is <u>not</u> required on this form because we will keep your feedback completely confidential.

Today's Date: _____

Is this your first time at RRC's Youth Program?   ☐ Yes   ☐ No

If no, about how often do you attend RRC's Youth Program?

| ☐ Less than once a year | ☐ 4-10 times a year | ☐ 2-3 times a month |
| ☐ 1-3 times a year | ☐ about once a month | ☐ 4-5 times a month |

As a result of coming to RRC Youth Program:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
I feel more knowledgeable about coping strategies						
I have more knowledge of resources and community supports						
I recognize that I deserve to be treated with respect and give respect						
I feel more connected to the LGBTQ* community						
I contribute to the LGBTQ* community						
I feel a sense of belonging in the PPY community						
I have learned new skills in working with others						
I have more knowledge about LGBTQ* issues and identity						
I have greater interest in my overall health and well-being						

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When I am at RRC Youth Program:	All of the time	Some of the time	Neutral	Almost never	Never
The workshops and projects are good					
The food is good					
I feel the staff and volunteers are supportive					
I feel comfortable talking to staff and volunteers					

What would you like to see for programming?

What would you like to see for food?

Do you have any other comments you would like to share?

I would recommend other youth attend Youth Programs at RRC. ☐ Yes ☐ No

Please tell us a little bit about yourself:

Age: _____

I identify as:
 ☐ Male ☐ Transgender ☐ Genderqueer ☐ Gender Fluid ☐ Bigender
 ☐ Female ☐ Intersex   ☐ Two Spirit ☐ Non-binary ☐ Questioning

 ☐ These don't work for me. I self-identify as: _____

I identify as:
 ☐ Lesbian ☐ Bisexual ☐ Queer   ☐ Two Spirit ☐ Allied
 ☐ Gay   ☐ Pansexual ☐ Questioning ☐ Asexual

 ☐ These don't work for me. I self-identify as: _____

Thank you for sharing your thoughts and feedback!