

# **CES-CESEF Student Evaluation Case Competition 2017**

Case for the Final Round

# Evaluation Plan for the Research and Evaluation Task Group Ottawa Child and Youth Initiative – Growing Up Great

May 1, 2017

#### This case was developed strictly for educational purposes.

This Request for Proposals that forms the case does not entail any commitment on the part of Ottawa Child and Youth Initiative – Growing Up Great, the Canadian Evaluation Society (CES), the CES Educational Fund or any of the 2017 competition sponsors.



#### **Welcome to the Final Round of the 2017 Case Competition!**

Congratulations to all three teams for qualifying for the final round. We look forward to your presentations later today!

We thank Marisa Moher, Director, Ottawa's Child and Youth Initiative - Growing Up Great, for the information provided to support this case.

#### Scenario for the Presentations

Your consulting firm has been asked to respond to the attached Request for Proposals (RFP), issued by Ottawa Child and Youth Initiative – Growing Up Great (OCYI) to create an evaluation plan for the Research and Evaluation Task Group.

The Coordinating Committee, supported by an advisory group of external evaluation experts, has requested a briefing from each firm on their proposal.

After considering the information conveyed in the briefings, the advisory group will recommend one of the proposals to OCYI. The team that prepared the recommended bid will be declared the winner of the 2017 Student Case Competition.

#### Rules for the Final Round

- Coaches must not communicate with their teams once the case document has been distributed to the team.
- Teams may use the Internet to search outside resources but may not consult with any individuals or organizations.
- Organizers may interrupt teams briefly to take pictures of members at work preparing their presentation.
- Presentations should be no longer than 20 minutes. A time-keeper will give warning as the end of the presentation period approaches.
- Teams may present in either or both official languages. Judges will ask questions in the team's language(s) of choice.
- The judges will have up to 10 minutes after the presentation to ask questions of the team.

#### **Assessment Criteria**

The following criteria will be used for judging the presentations:

- Thoroughness in addressing the evaluation requirements that are outlined in Section 2.0 of the RFP
- Quality of the presentation in terms of clarity, flow of information, persuasiveness and interaction with the judges
- Team members' involvement and collaboration in the presentation and in the subsequent question and answer session

#### **Questions or Problems**

To communicate with organizers during the competition, please contact one of the following:

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# **Request for Proposals:**

# Evaluation Plan for the Research and Evaluation Task Group Ottawa Child and Youth Initiative – Growing Up Great

May 1, 2017

# 1. Overview of Ottawa Child and Youth Initiative – Growing Up Great

# The Organization

The Ottawa Child and Youth Initiative - Growing Up Great (OCYI or 'the Initiative') is a collaborative of nearly 80 community organizations (see Appendix A for the list of member organizations) with a shared commitment to ensuring that all children and youth in Ottawa have the opportunity to reach their full potential.

OCYI recognizes the power of a **collective advocacy** and **collaborative planning**. The Initiative provides a platform for groups to work together to guide and influence public policy, systems and practices aimed at nourishing the positive, healthy growth of children and youth in the community.

OCYI members (individuals and organizations) have the opportunity to influence positive change, share common challenges, and network with professionals dedicated to improving the healthy development of children and youth in Ottawa.

#### **Vision**

All children and youth in Ottawa have the opportunity to reach their full potential.

#### **Mission**

To work together to foster the healthy development of all children and youth through research, advocacy and program development.

#### Mandate

To foster a community where all children and youth grow up great because:

- they live in safe and caring environments
- their fundamental needs are met
- they benefit from opportunities to develop their competencies
- they prosper in stable and nurturing relationships.

#### **History**

OCYI builds on a long history of coalitions promoting the healthy development of children and youth in Ottawa, dating back to 1999. OCYI was launched in 2011.

Bringing together coalitions and organizations serving children in their early years (0-6 years), school-aged (6-12 years) and youth (12 years and over), the Initiative works across the age spans and sectors to achieve collective goals and impacts (see Appendix B for a list of 2015-2016 accomplishments).

Listed below is the chronology of the development of the Initiative.

- 1999: Success by Six: Success by Six was launched, with community leaders and organizations coming together to work towards a common vision of ensuring that every child would be ready for school.
- 2002: Middle Childhood Matters: Middle Childhood Matters was formed to bring attention to the needs of children in the "middle years" age 6-12 years.
- **2007: Child and Youth Agenda:** Child and Youth Agenda led by the City of Ottawa, United Way Ottawa and key community stakeholders brought forward an "overarching" strategy with a commitment to healthy development across the age span.
- 2004-2008: Popcorn Group / Youth Count: The Popcorn Group / Youth Count, a coalition of youth-serving agencies, worked together to improve youth services in Ottawa.
- 2009: Ottawa Coalition for Children and Youth: Ottawa Coalition for Children and Youth formed to advocate and raise awareness for key issues for children and youth in Ottawa.
- 2011: Ottawa Child and Youth Initiative launched.

#### Structure

OCYI is made up of a number of committees, networks and working groups representing a cross-section of stakeholders who share responsibility, resources, and accountability in order to achieve shared goals that no single entity could accomplish on its own, including changes in policies, systems and practices. See Appendix C for a list of committees, their responsibilities and membership. Figure 1 illustrates OCYI's organizational chart.

The member organization list found in Appendix A indicates how members are involved. In addition, OCYI employs one full time director, a .8 research

coordinator and a .5 web/graphics expert. A large portion of the work is done at the task group level (i.e. by member organizations).



**Figure 1: Organizational Structure** 

Our structure and governance is comprised of:

<u>Council of Partners</u>: Senior executive leaders from the public and voluntary sector who provide leadership and strategic direction for OCYI.

Research and Evaluation: Researchers, volunteers, and members who support access to and appropriate use of quality data and information.

<u>Coordinating Committee:</u> Co-chairs representing the different structures of OCYI and the organizations that contribute to the secretariat support. The committee is responsible for ensuring integration across the full initiative.

<u>Growing Up Great Network:</u> Open to all that agree with the OCYI mandate and strategic priorities. The group provides oversight and accountability for all action plans and OCYI task groups.

#### Accountability

The Initiative is accountable to its member organizations and is responsible for ensuring the following:

- The outcomes of the funded activities are monitored, evaluated and accounted to the funding source;
- OCYI is not an incorporated entity and as such the administration of funds is managed through the fiscal host/principal;<sup>1</sup> and

<sup>&</sup>lt;sup>1</sup> OCYI's host/principal is currently the Children's Hospital of Eastern Ontario (CHEO) and therefore funds are processed through CHEO's finance department. Members contribute to OCYI in various ways (i.e. through financial and in-kind contributions).

• The Council of Partners<sup>2</sup> will monitor and report to community and the funders on OCYI's outcomes at minimum annually.

# 2. Evaluation Requirements

OCYI would like to undertake an evaluation of the effectiveness of the Research and Evaluation Task Group (RETG or Task Group). The RETG is made up of 16 members from 14 different organizations (see box below for a description of the RETG's roles and responsibilities). In particular, OCYI is interested in learning how effective the RETG is in showing the impact of the OCYI at the policy or population level.

The Task Group regularly reports on community-based interventions and initiatives. For example, the RETG is currently developing a city-wide report on <a href="Critical Hours">Critical Hours</a> programming based on the results from the 42 after school programs for elementary and middle-school aged children.

Other tasks taken on by the RETG include:

- Sharing and Access to Data collaborating with organizations to provide opportunities for community partners to access and analyse data to enhance local projects and initiatives
- Common Measures developing common indicators that community organizations use to collect and report on
- **Common Program Information** identifying opportunities for common program information pilot that could feed into common measures work
- Sharing Best Practices Report assisting in the development of a report through engaging community stakeholders.

#### **Research and Evaluation Task Group**

**Mandate:** The Research and Evaluation Task Group mandate is to support the work of the Ottawa Child and Youth Initiative: Growing Up Great and its sub-committees and ensure they are able to access and use appropriate, quality methods for research, evaluation and surveillance.

**Co-Chairs:** The RETG includes a co-chair structure who commit to the role for a one year period. The co-chair terms will be staggered to ensure there is a continuity of knowledge and mentoring support.

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<sup>&</sup>lt;sup>2</sup> The Council of Partners is not independent of the different members and organizations but rather consists of direct members. Members of the Council of Partners are the decision makers and the Coordinating Committee (made up of some Council of Partners members) is the committee that identifies which issues or requests require approval from the Council of Partners (high level).

#### **Research and Evaluation Task Group**

**Meeting Frequency:** The RETG meets on a monthly basis with the exception of July and August. Monthly meetings will take place on the 4th Thursday of the Month from 10:00-11:00am. Attending meetings via conference call will be made available upon request.

**Accountability:** The RETG is accountable to the work identified by the sub-committees linked with the Ottawa Child and Youth Initiative: Growing Up Great.

#### Roles and Responsibilities:

- Provide expert advice and ongoing support for evaluation and research undertaken by the projects, initiatives and partnerships of OCYI (i.e. RETG helps to develop evaluation frameworks, indicator selection, etc). Individual evaluations are conducted by OCYI member organizations and RETG reports at a strategic level on large collaborative programs based on the findings of the individual organizations
- Guide specific project teams and collaborate where research expertise is required
- Recommend and support (via funding, official endorsement, and capacity building) research initiatives that fit within the mandate of OCYI
- Support the development of a children and youth indicator report
- Facilitate training in the use of service delivery area data for service planning and delivery
- Inform the development of practice, policy and system change recommendations that arise from findings
- Identify and prioritize the most promising evaluation and research opportunities that can be undertaken with the resources available
- Support the work of the other OCYI committees as needed.

#### Membership:

Membership consists of research and evaluation personnel from OCYI partner agencies and volunteer experts in the field. Membership is drawn from a cross section of agencies, organizations and institutions with the knowledge, expertise and ability to identify areas for review to meet the mandate.

The specific questions the evaluation should address include:

- 1. To what extent is the Research and Evaluation Task Group fulfilling its roles and responsibilities?
- 2. How effective has the Research and Evaluation Task Group been in supporting member organizations to:
  - Engage in evidence-informed practice;
  - Undertake continuous improvement; and

- Monitor, review and report on progress, strategies, plans and programs and the impact of that work?
- 3. How effective has the Research and Evaluation Task Group been in showing the impacts on practice, policy and system change in response to findings and recommendations that arise from their research?

You are encouraged to propose additional questions that would add value to this evaluation.

In addition, the organization has expressed an interest in the possibility of using Randomized Controlled Trials (RCTs) for this evaluation. We would like your opinion on why the organization should or should not consider using this method.

# 3. Proposal Requirements

The proposal should cover the following components:

- 1. A demonstration of your understanding of the role of the Research and Evaluation Task Group (supported by a logic model);
- 2. An evaluation plan, including:
  - a) A matrix of evaluation questions that includes at least one indicator per question (both qualitative and quantitative indicators, as appropriate), data sources, and data collection methods.
  - b) Discussion of why a Randomized Controlled Trial would or would not be appropriate for this evaluation.
  - c) The criteria to be used for the review of evaluation reports (a review of member organizations' evaluation reports should be one of the proposed methodologies).
  - d) Identification and discussion of the key factors (internal and external to the organization) that might influence its ability to achieve its desired results.
  - e) Identification of at least 2 key challenges anticipated in the evaluation and potential mitigation strategies.
- 3. **Discussion** of how your team's participation in the proposal process helped to develop the following two professional evaluation competencies:<sup>3</sup>

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 $<sup>^3</sup>$  http://www.evaluationcanada.ca/site.cgi?s=50&ss=8&\_lang=EN  $\,$ 

- Management Practice competencies focus on the process of managing a project / evaluation, such as budgeting, coordinating resources and supervising.
- Interpersonal Practice competencies focus on people skills, such as communication, negotiation, conflict resolution, collaboration, and diversity.

#### 4. Standards

The Canadian Evaluation Society Code of Conduct for Program Evaluation<sup>4</sup> is the standard used in Canada.

# 5. Budget

Teams are not expected to present a budget for this assignment. However, to help you in understanding the anticipated scope of the evaluation, a budget of \$50,000 has been allocated to cover an estimated 70 to 80 consulting days.

<sup>&</sup>lt;sup>4</sup> Available on the CES website at <u>www.evaluationcanada.ca</u>

# **Appendix A: Ottawa Child and Youth Initiative: Growing Up Great 2016 Membership List**

#	Member Organization	Involvement
1	United Way Ottawa	<ul> <li>Council of Partners</li> <li>Coordinating Committee</li> <li>Research and Evaluation Task Group</li> <li>Critical Hours Task Group</li> <li>School Readiness Task Group</li> </ul>
2	Children's Aid Society	<ul> <li>Council of Partners</li> <li>Coordinating Committee</li> <li>Research and Evaluation Task Group</li> <li>Ottawa Collaborative for Parenting Support</li> </ul>
3	Ottawa Public Health	<ul> <li>Council of Partners</li> <li>Coordinating Committee</li> <li>School Readiness Task Group</li> <li>Ottawa Collaborative for Parenting Support</li> </ul>
4	City of Ottawa     Community and Social Services     Parks and Recreation	<ul><li>Council of Partners</li><li>Critical Hours Task Group</li><li>Research and Evaluation Task Group</li></ul>
5	Ottawa-Carleton District School Board	<ul> <li>Council of Partners</li> <li>Coordinating Committee</li> <li>School Readiness Task Group</li> <li>Critical Hours Task Group</li> <li>Research and Evaluation Task Group</li> </ul>
6	Ottawa Catholic School Board	Council of Partners
7	Ecole Catholic	Council of Partners
8	Children's Hospital of Eastern Ontario	<ul><li>Council of Partners</li><li>Coordinating Committee</li><li>Infant Mental Health Knowledge Experts</li></ul>
9	Ottawa Police Services	Council of Partners
10	Ministry of Children and Youth	Council of Partners
11	Ministry of Education	Council of Partners
12	Crime Prevention Ottawa	<ul><li>Council of Partners</li><li>Critical Hours Task Group</li></ul>
13	Crossroads Children's Services	<ul><li>Council of Partners</li><li>Practice Change Champions</li></ul>
14	Boys and Girls Club	<ul><li>Council of Partners</li><li>Critical Hours Task Group</li></ul>
15	Big Brothers Big Sisters	<ul><li>Council of Partners</li><li>Coordinating Committee</li><li>Critical Hours Task Group</li></ul>

#	Member Organization	Involvement
16	Ottawa Network for Education	<ul><li>Council of Partners</li><li>Homework Club Community of Practice</li></ul>
17	Parent Resource Centre	<ul> <li>Council of Partners</li> <li>Research and Evaluation Task Group</li> <li>Ottawa Collaborative for Parenting Support</li> </ul>
18	Ottawa Best Start Network	Council of Partners
19	Coalition of Community Health and Resource Centre	Council of Partners
20	YMCA/YWCA	<ul><li>Council of Partners</li><li>Critical Hours Task Group</li></ul>
21	Conseil des ecole publique de L'Est de Ontario	Council of Partners
22	Social Planning Council of Ottawa	<ul><li>Council of Partners</li><li>Research and Evaluation Task Group</li><li>Critical Hours</li></ul>
23	South-East Ottawa Community Health Centre	<ul><li>Critical Hours Task Group</li><li>Homework Club Community of Practice</li></ul>
24	Ottawa Inuit Children Centre	<ul><li>Critical Hours Task Group</li><li>Homework Club Community of Practice</li></ul>
25	Pinecrest-Queensway Community Health Centre	<ul> <li>Critical Hours Task Group</li> <li>School Readiness Task Group</li> <li>Ottawa Collaborative for Parenting Support</li> <li>Homework Club Community of Practice</li> <li>Practice Change Champions</li> </ul>
26	Morrison Gardens Community House	<ul><li>Critical Hours Task Group</li><li>Homework Club Community of Practice</li></ul>
27	Western Ottawa Community Resource Centre	<ul> <li>Critical Hours Task Group</li> <li>Homework Club Community of Practice</li> <li>Ottawa Collaborative for Parenting Support</li> </ul>
28	Somerset West Community Health Centre	<ul> <li>Critical Hours Task Group</li> <li>Homework Club Community of Practice</li> <li>School Readiness Task Group</li> <li>Ottawa Collaborative for Parenting Support</li> <li>Practice Change Champions</li> </ul>
29	Winthrop Court Community House	Homework Club Community of Practice
30	Christie Lake Kids	Critical Hours Task Group
31	Osgoode Youth Association	<ul><li>Critical Hours Task Group</li><li>Homework Club Community of Practice</li></ul>
32	South Nepean Satellite Community Health Centre	<ul><li>Critical Hours Task Group</li><li>Homework Club Community of Practice</li></ul>
33	Andrew Fleck Childcare Services	School Readiness Task Group

#	Member Organization	Involvement
		<ul><li>Homework Club Community of Practice</li><li>Practice Change Champions</li></ul>
34	Sandy Hill Community Health Centre	<ul><li>Critical Hours Task Group</li><li>Homework Club Community of Practice</li></ul>
35	Banff Community House	<ul><li>Critical Hours Task Group</li><li>Homework Club Community of Practice</li></ul>
36	Centrepoint Childcare Services	School Readiness Task Group
37	St. Mary's Home	<ul><li>Practice Change Champions</li><li>Ottawa Collaborative for Parenting Support</li></ul>
38	Carlington Community Health Centre	Homework Club Community of Practice
39	Centretown Community Health Centre	<ul> <li>Ottawa Collaborative for Parenting Support</li> <li>Homework Club Community of Practice</li> <li>School Readiness Task Group</li> </ul>
40	Connect with Kids	<ul><li>Ottawa Collaborative for Parenting Support</li><li>Practice Change Champions</li></ul>
41	Children's Village	Ottawa Collaborative for Parenting Support
42	First Words	<ul><li>School Readiness Task Group</li><li>Ottawa Collaborative for Parenting Support</li></ul>
43	Michelle Heights Community House	<ul><li>Critical Hours Task Group</li><li>Homework Club Community of Practice</li></ul>
		Ottawa Collaborative for Parenting Support
44	Community Information Ottawa (211)	Ottawa Collaborative for Parenting Support
45	Youth REX	Research and Evaluation Task Group
46	Ottawa Insight (Community Foundation of Ottawa)	Research and Evaluation Task Group
47	Bethany Hope Centre	<ul><li>School Readiness Task Group</li><li>Practice Change Champions</li></ul>
48	Lowertown Community Resource Centre	<ul><li>Critical Hours Task Group</li><li>School Readiness Task Group</li><li>Homework Club Community of Practice</li></ul>
49	Cityview Centre	Ottawa Collaborative for Parenting Support
50	Youville Centre	<ul><li>Ottawa Collaborative for Parenting Support</li><li>Practice Change Champions</li></ul>
51	Algonquin College	<ul><li>Practice Change Champions</li><li>Infant Mental Health Knowledge Experts</li></ul>
52	Carleton University	Infant Mental Health Knowledge Experts
53	University of Ottawa	Infant Mental Health Knowledge Experts
54	Kanata Research Park Child Care	Practice Change Champions

#	Member Organization	Involvement
55	Ottawa Chinese Community Services	Homework Club Community of Practice
56	Somali Centre for Family Services	Homework Club Community of Practice
57	Debra Dynes Community House	Homework Club Community of Practice
58	Dalhousie Community House	Homework Club Community of Practice
59	Nepean Housing Corporation	Homework Club Community of Practice
60	Russell Heights Community House	Homework Club Community of Practice
61	Nepean, Rideau and Osgoode Community Resource Centre	Homework Club Community of Practice
61	Nepean, Rideau and Osgoode Community Resource Centre	Homework Club Community of Practice
62	Ottawa Public Library	Homework Club Community of Practice
63	Britannia Woods Community House	Homework Club Community of Practice
64	Caldwell Family Centre	Homework Club Community of Practice
65	Ottawa Carleton Immigrant Services Organization	Homework Club Community of Practice
66	Annavale Head Start Nursery	Practice Change Champions
67	Youth Services Bureau	•
68	Rideau Rockcliffe Community Resource Centre	Homework Club Community of Practice
69	Orleans Cumberland Community Resource Centre	Homework Club Community of Practice
70	Mothercraft Ottawa	Homework Club Community of Practice
71	Vanier Community Services	Homework Club Community of Practice
72	Coeur des jeunes	Council of Partners
73	Ottawa Children's Treatment Centre	School Readiness Task Group
74	Foundation Acacia	Critical Hours Task Group
75	Family Services Ottawa	Ottawa Collaborative for Parenting Support
76	Odawa	Ottawa Collaborative for Parenting Support
77	Makonsag	Practice Change Champions
78	Pinecrest-Terrace Community House	Homework Club Community of Practice



#### Join. Act. Effect Change.

#### 2015-2016 Accomplishments.

#### Collective Voice for Critical Hours **School Readiness** Research into Child and Youth Working together to ensure children **Enabling organizations to successfully** Engaging the community and decision-Supporting and promoting the use of and youth have safe, positive, and support young children and families makers on issues that impact children, research and data to inform and guide enriching opportunities during out-ofyouth and their families programs, policies and systems school time · Active Critical Hours Task Group and Community of Member and secretariat for Infant and Early • 2015 Growing Up Great Awards Completed 4 updates for Charting Outcomes Practice representing over 40 programs. Childhood Mental Health Initiative. · Coordinated 3 Growing Up Great Network · Adoption of "3 Pillars" for critical hours programs (safe - % children with unintentional Injuries Community Conversations: · Coordinated training for 30 Practice Change and supported, positive relationships, skill development) - % Grade 6 students above Prov. Standard - Making Sense of Data Champions involved in Infant and Early Childhood - % mothers who breastfeed (data correction) - Parent Engagement • Hosted 6 trainings for Homework Club Community of - # of visits to emergency for mental health Mental Health Initiative. - Child & Youth Mental Health: Practice members. working towards wellness. • Developed and supporting Community of Practice · Development, pilot testing and • Developed Homework Club manual using 3 Pillars best implementation of common evaluation tools: for IECMH Practice Champions • Participated in Panel of Experts for Ontario practice framework. - Mandated parenting programs (OCPS) Trillium Foundation launch of their Collective - Formative evaluation for Critical Hours Presented on IECMH to Ottawa Board of Health Impact funding stream. • Presented at Crime Prevention Ottawa Speakers Series programs using 3 Pillars best practices. (CoP) Produced a Playgroup Equity video to work with Hosted 2 day Data Literacy training for organizations and improve inclusion for children Member of executive committee to expand Pathways agency staff. to Education with developmental delays. • Piloted a workshop for a Board of Directors to •Distributed 150 Summer Literacy Kits in 2015, 200 in Supporting Strategic Planning Process for Ottawa raise the importance to supporting data 2016 Best Start Leadership Network. literacy at all organizational levels. • Developed a process evaluation for critical hours programs using the 3 Pillars for framework. Hosted one day training conference/training videos

# **Appendix B: 2015-2016 Accomplishments**

# **Appendix C: OCYI Committees**

#### Responsibility Membership

#### **Growing Up Great Council of Partners**

The Council will provide leadership, direction and strategic vision to achieve the Vision. The Council will be responsible for advancing strategic initiatives for influencing public policy, system-level changes and service delivery that positively influences the healthy development of children and youth.

Senior executive leaders from the private, public and volunteer sectors (approximately 15-20 members). Chairs of the Network and the standing committees will also sit on the Council.

#### **Coordinating Committee**

- Linking, integrating and communicating with all existing Growing Up Great structures and network
- Planning and facilitating the meetings and events of the Council, Network and Growing Up Great committees as appropriate
- Identify and develop strategies for securing resources to support the Growing Up Great Initiative and its activities;
- Provide regular feedback and guidance to the, Growing Up Great staff.

Comprised of the Council Chair, Vice-Chair, Co-chairs of the Growing Up Great Network, and Chairs of the standing committees. The Director, Growing Up Great will provide support to this committee.

#### **Growing Up Great Network**

- Engage and mobilize representatives with a vested interest in children and youth to develop and implement community plans to improve services and supports for children and youth and their families
- Foster community collaboration
- Identify priorities, define strategies, make recommendations and implement initiatives
- Provide input to and support for:
  - Communications plan
  - o Research agenda
- Link with relevant community initiatives and networks
- Develop action plans and monitor outcomes;
- Evaluate the Network's performance on an annual basis.

Individuals and representatives from community organizations and networks who work with children, youth and their families and share the vision, mission and values of Growing Up Great. Members must be committed to work on the goals of Growing Up Great Initiative. Those who formally make an annual commitment to the Growing Up Great Initiative define the membership.

Responsibility Membership **Research and Evaluation Task Group** Research and evaluation The Task Group will ensure that the initiatives undertaken and supported by Growing Up Great are personnel from Growing Up able to use appropriate, high-quality methods for Great partner agencies and research and evaluation when appropriate. volunteer experts in the field. Roles and Responsibilities: Provide expert advice and ongoing support for evaluation and research undertaken by the projects, initiatives and partnerships of Growing Up Great Guide specific project teams and collaborative where research expertise is required Recommend and support research initiatives that fit within the mandate of Growing Up Great Support the development of a children and youth indicator report Facilitate training in the use of service delivery area data for service planning and delivery Inform practice, policy and system change recommendations that arise from findings Identify and prioritize the most promising

evaluation and research opportunities that can be undertaken with the resources available; Support the work of the other Growing Up Great

committees as needed.