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Chair, Board of Directors &  
Executive Director, YMCA of the GTA  
2200 Yonge Street, Unit 300  
Toronto, ON M4S 2C6

February 9, 2013

**RE: YMCA of Greater Toronto Centres of Community Pilot**

In response to the Request for Proposals, MTEvaluators is pleased to present an evaluation plan for the YMCA of Greater Toronto Centres of Community Pilot (YMCA Centres of Community). We wish to assure you that the proposed plan meets the requirements of your request, while providing **feasible, realistic solutions** to your evaluation needs. Within the following proposal, please find our thorough evaluation plan, including:

- A simple overview of the program and stakeholders
- A draft logic model based on our understanding of the program
- Our planned evaluation approach including considerations for time and context
- Our proposed evaluation methods, including a rationale for each
- An evaluation matrix outlining the evaluation questions of the highest priority, indicators, data sources and collection methods
- A detailed discussion of anticipated challenges and proposed solutions
- A stakeholder engagement and dissemination plan for sharing the evaluation results and lessons learned from the program
- A timeline for data collection, analysis and dissemination
- Examples of the types of data that could be collected to determine the impact of the Centres on community health

The team at MTEvaluators recognizes the importance of program evaluation and strives to help organizations like your own make **educated decisions** regarding the future of your programs and services. With our broad expertise in both qualitative and quantitative methods, diverse backgrounds and **extensive experience** in working with programs like yours, we are confident that our proposed evaluation plan will exceed your expectations.

We would like to ensure you that our proposal was prepared with consideration for the ethics and standards endorsed by the Canadian Evaluation Society. We would like to thank YMCA Centres of Community for providing us with the opportunity to prepare this proposal. Should you have any questions regarding any section of the proposal, do not hesitate to contact us.

Sincerely,  
The team at MTEvaluators



# **Proposed Evaluation Plan for the YMCA of Greater Toronto Centres of Community Pilot**

## **Prepared for:**

Chair, Board of Directors &  
Executive Director

YMCA of the GTA  
2200 Yonge Street, Unit 300  
Toronto, Ontario M4S 2C6

February 9, 2013

## YMCA Centres of Community Overview

In operation for over 150 years, the YMCA of the GTA is a dynamic charity that offers a broad range of programs and services from approximately 400 locations throughout the GTA. The YMCA of the GTA believes in a holistic approach to working with the community, adopting a definition of health encompassing not only physical but also mental and social well-being. Its vision is that communities will be home to the healthiest children, teens and young adults; in turn leading to healthier adults and older adults, and strengthening the community as a whole. The YMCA's 2010-2020 Strategic Plan, *Strong Start, Great Future*, focuses on the health of young people across their life stages to deliver on this vision. It does this by offering a number of programs and services, e.g, preschool and school age child care centres, summer camp sites, early years family centres, employment centres, youth and community outreach sites, health and fitness centres, newcomer centres, outdoor education centres, resident camps and high school programs.

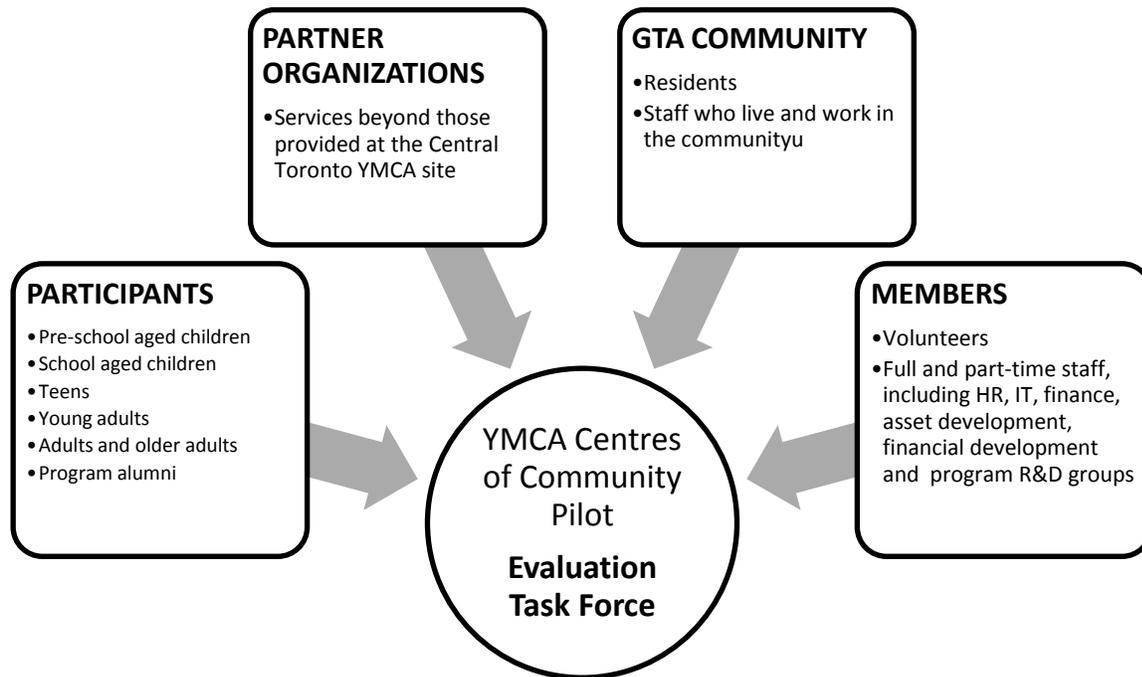
The YMCA Centres of Community Pilot is a key component of the YMCA's 10-year strategic plan. The pilot has been in operation since the summer of 2011 at the Central YMCA in downtown Toronto. The Central YMCA's mission is to offer opportunities for personal growth, community involvement and leadership. The Centres of Community model acts on the assumption that co-locating the YMCA's various programs and services together wherever possible, specific to the needs of each community, will provide a more effective means to meet its vision. In this way, each YMCA facility will work as a portal to the full range of YMCA programs and services, in addition to supports offered by other agencies. Resident surveys, secondary data analysis, assessing community assets (environmental scan), consultations with staff that live and work in the community, and on-going community engagement are used to tailor each Centre of Community to the needs of its locale. The Central YMCA in downtown Toronto was chosen for the pilot because there were some programs that needed to be relocated; prior to the pilot it functioned primarily as a fitness facility. It employs 73 full-time and 152 part-time staff and engages nearly 200 volunteers monthly. As a goal, the YMCA has set out to build 10 new Centres of Community by 2020. More information about the Centres of Community and Strategic Plan can be found online at: <http://my.ymcagta.org/netcommunity/page.aspx?pid=636>

As part of the Centres of Community model, the YMCA has adopted a “No Wrong Door” approach, which assumes that many individuals may come to the YMCA to address a certain need without knowledge of the services and supports available. This means that staff and volunteers will need to learn new skills and structural and operational changes in all areas of the organization will be necessary. It is assumed that this approach will help eliminate redundancies, providing a more efficient service and greater impact.

### Program Stakeholders

Based on our understanding of the program, we have outlined a number of key stakeholders and their relationships to each other and the program (**Figure 1**). Stakeholders not only hold interest in your program; they can provide **valuable input** and have **unique views** regarding its evaluation activities. For this reason, we recommend that at least one representative from each of the stakeholder groups be involved at all stages of the evaluation. In particular, we recommend

the establishment of an **Evaluation Task Force (ETF)**, including a **spokesperson from each stakeholder group**.



**Figure 1.** Main stakeholder groups and their relationship to the pilot program

The ETF will play a vital role at all stages of the evaluation; initially, the ETF will meet with MTEvaluators to ensure the feasibility of the proposed evaluation and help refine the drafted logic model and evaluation matrix to meet the program’s needs. The ETF will also facilitate communication between stakeholders and ensure the use and uptake of the evaluation findings.

By meeting at regular intervals (e.g., monthly), the ETF will ensure that the evaluation is in-line with the needs of those most closely affected by the program’s actions. Beyond the ETF, MTEvaluators will work closely with the **Research & Development group (R&D)** to engage them in the evaluation activities, and train and guide them on future evaluation of the program.

## **Draft Logic Model for YMCA Centres of Community**

The program logic model is a diagrammatic representation of how the program meets its objectives. The logic model allows individuals to visualize how program activities relate to program objectives while attempting to represent the context of the YMCA Centres of Community.

The logic model presented in **Appendix A** was developed by the evaluation team. Verification and input from key program stakeholders has not yet been obtained but will be necessary to validate the proposed logic model and ensure its utility.

## Evaluation Design

### Evaluation Climate

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The **purpose of the proposed evaluation** is to determine (a) the extent to which the Centres of Community Pilot is operating as originally planned, (b) the extent to which the Pilot is on track to meet its expected results, (c) the kinds of data that the YMCA Centres of Community could collect to determine its impact on community health and (d) the lessons learned and best practices identified through the Pilot. In terms of the **context** of the evaluation, it should be taken into account that the GTA is one of the largest growing metropolitan areas in Canada; a large proportion of the >6 million residents are described as foreign-born, making for a very multi-ethnic population, including vulnerable populations and Aboriginal peoples.

Although the program has yet not undergone any formal evaluation, assessments of community needs are used on a continual basis to ensure that the programs and services offered at the Centres of Community are relevant to and desired by the local community. Further, the R&D provides an excellent resource within the Centres of Community; they can be trained to manage evaluations of the 10 future Centres of Community, which could be completed collaboratively with other members of the ETF (see *Evaluation Approach*). This will also linked them to the insights gained from the evaluation.

MTEvaluators has prepared this proposal under the assumption that the budget available for the evaluation is not a significant constraint. However, MTEvaluators has taken into account the limited time frame for the evaluation (30-40 working days or ~8 weeks) and has designed the evaluation such that it can be realistically completed within this time period.

### Evaluation Approach

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YMCA Centres of Community's commitment to its clients is reflective in its member-centered approach and emphasis on maintaining a focus on Diversity and Social Inclusion. As such, MTEvaluators feels that the best evaluation approach is one that includes program clients and other primary stakeholders as their insights are invaluable. **Participatory evaluation** is an approach in which participants from one or more stakeholder groups work in collaboration with the evaluation team to plan and implement all stages of the evaluation.

In particular, MTEvaluators will be adopting an **empowerment-based evaluation** approach. MTEvaluators will be working in collaboration with the ETF to conduct the evaluation of the YMCA Centres of Community Pilot in hopes of **training the ETF** and enabling them to be able to conduct evaluations of the 10 future Centres of Community and all future evaluations. Using primary stakeholders from the very initial stages of evaluation allows for identification of locally relevant evaluation questions and the propagation of findings that the program will be more inclined to use. The involvement of primary stakeholders in the evaluation also perpetuates feelings of ownership and better understanding of the program evaluation by the intended users.

### Evaluation Type

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In order to address the YMCA GTA's interests, MTEvaluators is proposing a two-stage evaluation plan. The first stage will be an **implementation evaluation**. The implementation evaluation will systematically appraise the extent to which the Centres of Community Pilot is on

track to meet expected results and whether or not the program is on schedule. “Implementation evaluations for lessons learned [are also a valuable tool] to extract practice wisdom from staff to inform future implementation endeavours” (Patton, 2012). The second stage, a **process evaluation**, will address the extent to which the Pilot is operating as originally planned under routine or normal operation by examining issues like usage level/participation rate, barriers to use and attrition rates.

## Methods

MTEvaluators proposes a rigorous sequential mixed methods approach that will incorporate qualitative and quantitative data collection. Qualitative methods will be conducted initially, followed by quantitative methods. The intent of this sequential mixed methods evaluation is to triangulate qualitative and quantitative data by first understanding how the pilot program is operating and then inform the replication of future Centres of Community.

The proposed evaluation methods are based on MTE’s understanding of YMCA Centres of Community, and the team will require the ETF to consult on the proposed methods.

The evaluation matrix presented in **Appendix B** matches evaluation questions with appropriate methods and data sources. Refer to this appendix for specific evaluation questions that will be answered using the methods outlined below. This evaluation matrix represents the main evaluation questions that MTEvaluators has identified as most relevant to the needs of YMCA Centres of Community. We strongly recommend consultation with the ETF and program stakeholders to ensure these evaluation priorities are in line with their needs.

### Literature Review

A review of scholarly literature and other print sources (books) relating to the effectiveness of service portals will be a valuable starting point to facilitate understanding of this service delivery model. This method was chosen as it is a time sensitive way to capture existing data on service portals, and may inform MTEvaluators and the ETF about how service portals in a community context address the social determinants of health. The literature review will be conducted in collaboration with the R&D group from YMCA Centres of Community to build their capacity to consult literature during future evaluation efforts. We will review literature by searching databases such as Scopus, Pubmed, Psychinfo and Google scholar.

### Document Review

A document review of existing files will provide us with key information to understand the types of participants using YMCA Centres of Community, and assess if it is operating as originally planned. We will review data collected from the community needs assessment, including minutes from townhall and community member meetings. It is stated on the YMCA of Greater Toronto website that data collected from participants when registering to programs and services is collected. We request access to this data to analyze user demographics and if the program is reaching cultural diverse groups in the GTA.

## **Field Observations**

Field observations will consist of 2-3 site visits to the pilot site of the Centres of Community (Central YMCA in downtown Toronto). This will allow for MTEvaluators and the ETF to develop an understanding about how staff operates at the pilot site, if the program is being delivered to facilitate access to diverse populations, and if participants are indeed being navigated to services. This method was chosen as it rigorously assesses implementation, and may reveal issues that participants or members may be uncomfortable discussing in focus groups. Data will be collected by way of direct observation and evaluator field notes. Researchers may be viewed as intrusive however the collaboration with the ETF should mitigate these issues.

## **Focus Groups**

Focus groups will be well suited to identify and describe in depth issues relating to the delivery of services. Two focus groups of 6-8 participants per group will be conducted with (1) staff and volunteers, and (2) participants or members. The focus groups with staff and volunteers will identify issues relating to the design and delivery of services, as well as lessons learned and best practices. Focus groups with participants and members will reveal data regarding how the program is delivered. Despite the potential limitations associated with focus groups, including self-reporting and biases, this method was chosen as it often produces data that has been inter-group tested or confirmed through the guided discussions. Two evaluators will conduct the focus groups, along with members of the ETF. One facilitator will use a collaboratively developed and pre-tested script, while others take extensive notes. Participant's identities will be kept anonymous, and participants will provide consent for the sessions to be tape-recorded.

## **Google Analytics and Social Media Analysis**

To our understanding, the YMCA of Greater Toronto website offers community members information relevant to accessing the Centres of Community pilot program. WE suggest that the website be registered with Google Analytics, which is a free service, found at <http://www.google.com/analytics/>. This data will allow MTEvaluators and the ETF to understand if the website enables members to serve themselves easily. Google Analytics will collect information on website traffic, user navigation patterns, number of visitors, geographic reach, length of session, number of page views, number of pages per visit, and language settings on the users computer. Once the website is registered, data is immediately collected, stored online, and is accessible to the creator via a password protected account.

To our understanding the YMCA of Greater Toronto twitter page contains information pertaining to the YMCA Centres of Community. MTEvaluators will calculate an engagement ratio which takes into consideration tweets, retweets, mentions, and total tweets.

## **Social Network Mapping**

Network mapping can provide insight into how YMCA Centres of Community fosters connections between the participants/members and YMCA programs/services, and other partner agencies. Mapping a network will involve identifying all the potential programs and services that participants can be navigated to and tracking how participants utilize the information. By mapping the YMCA Centres of Community network, strategies to inform and replicate the navigation of services can be developed. To conduct the network analysis we will conduct a survey with the primary contact at each potential program involved in the network. The survey

will ask questions such as “Have you received participant referrals from the YMCA Centres of Community Program?” “Have you collaborated with them?”

The results will show a map of all program involved with the YMCA Centres of Community and will indicate the strength of each relationship.

## **Data Analysis**

Qualitative data collection methods such as focus groups, social network mapping and field observations will allow for the collection of rich, descriptive data. Qualitative data collected through recordings will be transcribed through a third party transcription service and then input into NVivo 10 qualitative analysis software. Qualitative data will be inductively analyzed by coding emerging themes and organizing these themes into connecting categories and broader groups. To ensure reliability, data will be analyzed independently by members of the team at MTEvaluators and members of the ETF; analyses will be compared to determine consistency. This will also build the capacity of the ETF to analyze data in further research/evaluation efforts.

Quantitative data obtained from document reviews and Google analytics will be analyzed using SPSS version 20. Descriptive analysis will be used to analyze demographic data for participants such as gender, age, social economic status and language settings on user computers.

## **Stakeholder Engagement and Results Dissemination**

MTEvaluators recommends that the results of this evaluation be shared with all YMCA Centres for Community stakeholders. Beyond reporting the final results, monthly meetings with the ETF will keep all stakeholders up-to-date with current evaluation activities. At this time, stakeholders will also have a chance to provide input into evaluation activities and modifications can be made as necessary.

For the final results, MTEvaluators has developed a dissemination plan that addresses each stakeholder group in a unique way. We will develop our materials and knowledge translation approaches in consultation with the ETF. Involving the ETF will ensure sensitivities and needs of each group are being met. MTEvaluators will also strive to empower R&D to disseminate materials and conduct presentations. Empowering R&D will allow them to build repertoire among stakeholders and be promoted as the face for YMCA Centre of Community program evaluation.

In general, a detailed evaluation report will be generated to be used as corporate knowledge and to submit with funding proposals. A brochure will be developed to outline key findings and thank all of the involved for their support. We plan to work with the in house alternative high school to create the brochure as a class project. This brochure will be made available to all via print and social media. We would also like to empower students to participate in the presentation to clients and alumni. This will ensure a product that is sensitive to community’s culture, and provide an excellent opportunity for students. While addressing key stakeholder groups, insights into how the evaluation was rolled out and whether or not challenges were addressed sufficiently

will be obtained. Insights gained will be compiled into a report to be used for subsequent YMCA and partner agency evaluations. A detailed dissemination plan can be found in **Table 1**.

**Table 1.** Dissemination Plan

<b>Stakeholder Group</b>	<b>Plan</b>
Chair of Board of Directors and Executive Director	In- house meeting <ul style="list-style-type: none"> <li>• Formal written report</li> <li>• Informative presentation</li> </ul>
Clients and Alumni	In house meeting <ul style="list-style-type: none"> <li>• Informative presentation by high school students</li> <li>• Q&amp;A session</li> <li>• Discussion of evaluation process</li> </ul>
Clients and Community	Town hall meeting and collaborative session with community members <ul style="list-style-type: none"> <li>• Presentation by R&amp;D</li> <li>• Discussion of future evaluation</li> </ul> Brochure
Staff and Volunteers	In-house lunch and learn <ul style="list-style-type: none"> <li>• Informative presentation by MTEvaluators and R&amp;D</li> <li>• Q&amp;A session</li> <li>• Discussion of evaluation process</li> </ul>
Partner Organization Key Contacts	Lunch and learn <ul style="list-style-type: none"> <li>• Informative presentation</li> <li>• Discussion of future evaluation</li> </ul>

## Anticipated Challenges and Proposed Strategies

MTEvaluators is cognizant of the fact that every evaluation effort is faced with potential challenges. **Table 2** outlines the anticipated YMCA Centres of Community-specific evaluation challenges and strategies to address these challenges. Given the empowerment-based evaluation approach, we will help ready the ETF for dealing with these challenges in future evaluations.

**Table 2.** Anticipated Challenges and Proposed Strategies

<b>Anticipated Challenges</b>	<b>Proposed Strategies</b>
<b>Cultural Components of Evaluation</b>	MTEvaluators recognizes the diversity of the clientele at the YMCA Centers of Community Pilot. In order to address the cultural needs of participants, cultural sensitivity training will be provided to all evaluators and ETF members. In addition, all evaluation materials, including those that will be disseminated, will be provided in multiple languages depending on need. Translators will be made available for all focus groups. Cultural sensitivity is of utmost importance and will frame the entire approach to research and evaluation.
<b>Consent from Participants</b>	Prior to conducting the focus groups, consent will be gained from all participants. When working with children, consent from legal guardians as well as informed consent from the children themselves will be required. When working with persons with learning disabilities or other forms of diminished cognitive abilities, it is important to gain informed consent from these individuals. There may be instances in which consent by proxy is necessary and justified which must be considered.
<b>Participant Level of Education</b>	The YMCA Centres of Community serve a diverse participant population with varying levels of education. All data collection methods will be developed in accordance to the literacy level of the client group. Material readability will be assessed using FRY and SMOG procedures; material comprehension will be assessed using the Cloze Procedure. In addition, the use of focus groups, social network mapping and other non-verbal data collection methods may eliminate some barriers to participation and

	result in better information.
<b>Data Availability and Accessibility</b>	The YMCA Centres of Community’s existing data will be compiled and reviewed at the onset of the evaluation. Any gaps in the existing data will be identified and dealt with by means of data collection by consultants, use of proxy measurements or other appropriate means. The absence of data is also relevant to the evaluation as it reveals whether the record-keeping practice is occurring as intended
<b>Difficulty Contacting Stakeholders</b>	MTEvaluators will be conducting focus groups but recognize that there may be a participant bias as focus group attendees tend to be those participants who hold a positive view of the Center. The proposed social network mapping will mitigate some of this bias, as it will capture a diversity of opinions and thoughts that are not limited by the physical constraints of having to attend a focus group.
<b>Confidentiality and ethical considerations</b>	The evaluation will be conducted with consideration for the ethics and standards endorsed by the Canadian Evaluation Society. The data obtained from the focus groups, social network mapping and other methods, will not be linked to any information that may identify a participant. MTEvaluators is committed to upholding the confidentiality and privacy rights for all evaluation participants.
<b>Time Constraint</b>	The evaluation is expected to take an estimated to take the full 40 days of consultant time. MTEvaluators made the conscious decision to conduct focus groups rather than key informant interviews in order to reach the greatest number of participants/staff/volunteers. Also, as MTEvaluators has adopted an empowerment-based evaluation, the emphasis will be placed on training the R&D and other ETF members about how to conduct future evaluations so the evaluation can continue to be meaningful after the 40 days.

## Timeline and Budget

MTEvaluators estimates that the evaluation will take the full 40 days to complete (8 weeks). **Table 3** outlines the proposed timeline for each of the evaluation activities described herein, including times for data collection, analysis and dissemination.

**Table 3.** Estimated timeline for the evaluation of YMCA Centres of Community<sup>a</sup>

Activity	Time (weeks)							
	1	2	3	4	5	6	7	8
Initial consultation with clients <sup>b</sup>	X							
ETF meetings and training <sup>c</sup>	X	X	X	X	X	X	X	X
Literature review		C	A					D
Document review and environmental scan		C	A					D
Field observations			C	A				D
Focus groups			C	C	A	A		D
Google Analytics				C	C	C	A	D
Social network mapping				C	C	C	A	D

<sup>a</sup>Legend: X=face to face meetings with MTEvaluators; C=data collection; A=data analysis; D=results dissemination

<sup>b</sup>Clients include the Chair of the Board of Directors and the Executive Director of the YMCA of GTA. Initial consultation will allow for the opportunity to discuss and modify the evaluation plan to best meet the needs of the clients and stakeholders.

<sup>c</sup>ETF meetings will allow for continuous stakeholder involvement in the evaluation. Training will empower the R&D and other ETF members with the ability to complete future evaluations.

## Special Request: Data to Determine Impact on Community Health

MTEvaluators recognizes that the YMCA of GTA is interested in determining the kinds of data they could collect to determine the impact of the Centres of Community on community health. **Table 4** addresses a few of the evaluation questions that would arise during an impact evaluation and the corresponding source of data and sample indicators of community health.

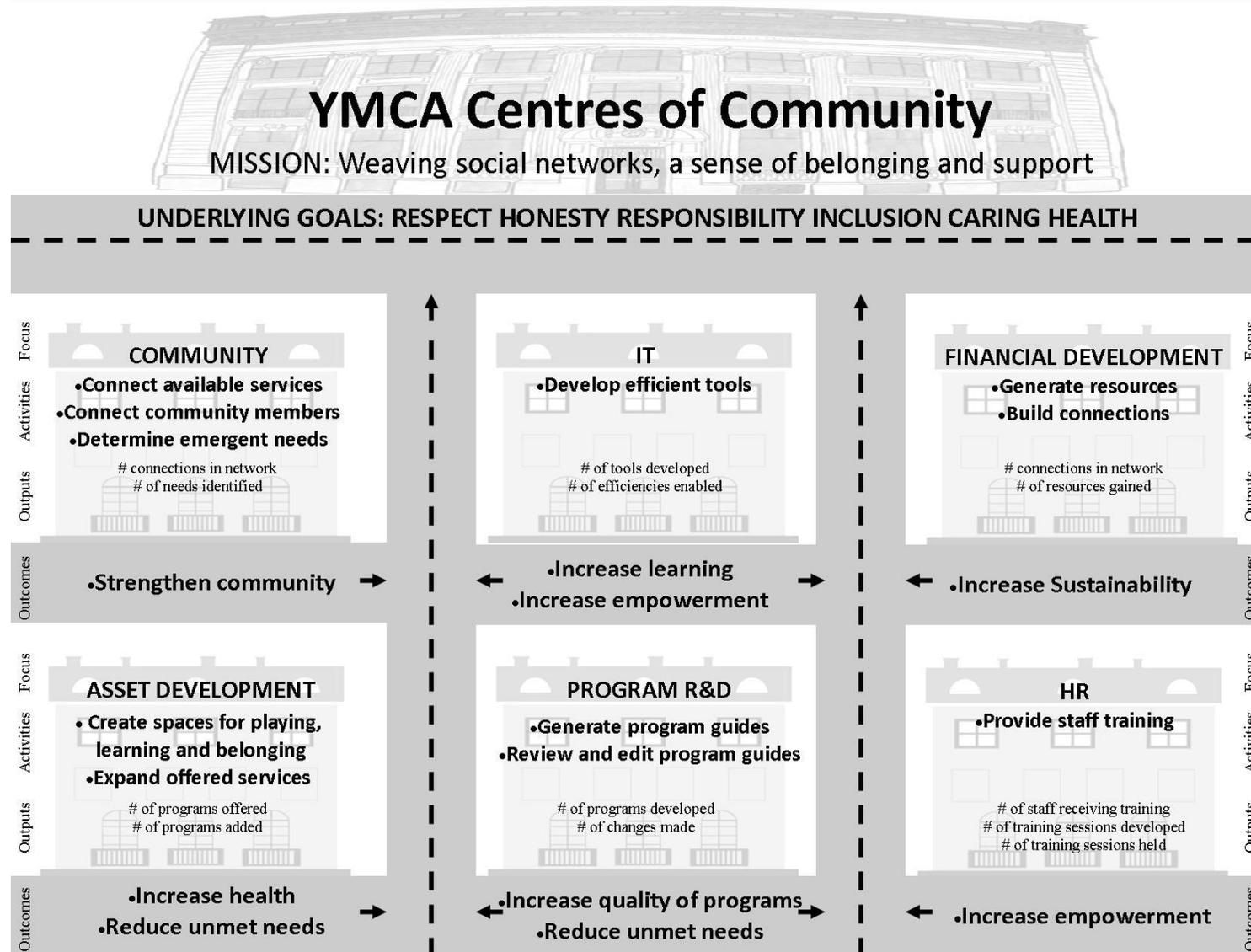
**Table 4.** Proposed data sources and sample indicators of community health

Evaluation Question	Sample Indicators of Community Health	Source of Data
What percentage of clients maintain or improve their health as a result of the Centres of Community?	Percentage increase in the number of people who report higher health after joining the Centres of Community.	Pre-post survey: New clients will be asked to rate various health outcomes on a Likerty scale at entry and every 3 months afterwards for follow-up.
What changes in knowledge, attitudes, beliefs or behaviors were produced in clients of the Centres of Community Pilot?	Number of people reporting a positive change in health behaviors (e.g. quitting smoking). Number of people who report greater levels of fitness.	Pre-post survey: New clients will be asked several questions related to health attitudes, behaviors and beliefs at entry and every 3 months afterwards for follow-up.
What changes occurred in the environment as a result of the Centres of Community Pilot? What trends occurred in the community health at large as a result of the Pilot?	Percentage decrease in the incidence of poor health outcomes. Percentage increase in social participation amongst community members. Number of people participating in community programs.	Local secondary data sources like community health surveys, etc.

## Conclusions

The team at MTEvaluators has proposed **realistic** and **practical** strategies and methods for the evaluation of YMCA Centres of Community. However, our team recognizes that this evaluation cannot be undertaken without further input from YMCA Centres of Community’s stakeholders and representatives. The formation of the ETF would be a critical first step. The team at MTEvaluators looks forward to meeting with you to discuss the plans presented within this proposal, and to refine these to meet your needs and those of your stakeholders.

## Appendix A: Draft Logic Model for YMCA Centres of Community



## Appendix B: Proposed Evaluation Matrix for YMCA Centres of Community

Evaluation Priority or Question	Indicators	Information Source
<b>Rationale/Relevance</b>		
1. Is there empirical evidence to demonstrate the effectiveness of YMCA Centres of Community functioning as a service portal?	<ul style="list-style-type: none"> <li>- evidence on effectiveness of service portal for connecting community members to services</li> <li>- comparison to other theoretical models</li> <li>- statements from community meeting minutes referring to effectiveness of portal</li> </ul>	<ul style="list-style-type: none"> <li>- Literature Review</li> <li>- Document Review</li> </ul>
2. Do service portal programs adequately address the social determinants of health for the community?	<ul style="list-style-type: none"> <li>- Evidence of the impact of service portals on addressing social determinants of health</li> </ul>	<ul style="list-style-type: none"> <li>- Literature Review</li> </ul>
<b>Design and Delivery</b>		
3. Is there an adequate number of staff and volunteers to deliver services offered by YMCA Centres of Community?	<ul style="list-style-type: none"> <li>- Statements describing service delivery</li> <li>- Observations of program delivery, and staff and member/participant interactions</li> </ul>	<ul style="list-style-type: none"> <li>- Focus Groups with staff/volunteers</li> <li>- Focus groups with participants/members</li> <li>- Field Observations</li> </ul>
4. Do social media channels, applications and the website enhance member engagement and empower front-line staff to engage with members?	<ul style="list-style-type: none"> <li>- website activity, geographic reach, click through and read rates, # of visitors</li> <li>- Engagement ratios</li> <li>- Statements of familiarity/use of new tools</li> </ul>	<ul style="list-style-type: none"> <li>- Google analytics and Social Network Mapping</li> <li>- Focus groups with participants/members</li> <li>- Focus groups with staff/volunteers</li> </ul>
5. How can YMCA Centres of Community be effectively replicated? What are critical implementation elements?	<ul style="list-style-type: none"> <li>- strength and # of relationships between YMCA Centres of Community, YMCA programs/services, and partner agencies</li> <li>- Identified barriers and suggestions for best practices for replication</li> </ul>	<ul style="list-style-type: none"> <li>- Social network analysis</li> <li>- Focus groups with staff/volunteers</li> </ul>

6. Is YMCA Centres of Community adequately reaching GTA community members of all ages and cultural backgrounds?	- Demographics and # of participants using YMCA Centres of Community - website activity, geographic reach	- Document review - Google analytics and Social Network Mapping
7. Are staff and volunteers acquiring training to navigate participants and members to appropriate services?	- Statements of service navigation skills - Demonstration of appropriate member engagement and service navigation skills	- Focus Groups with staff/volunteers - Field Observations
8. Is the Case Management System facilitating staff to gain deeper knowledge of the participants they serve and the supports available?	- Use of common registration - Ongoing reviews and assessment of administrative process - Integration of new technology tools - Statements of ↑ knowledge	- Document review - Focus groups with staff/volunteers
9. Is the program being delivered in a way that facilitates access for culturally diverse populations?	- Demographics and # of participants using YMCA Centres of Community - Observations of service users	- Document review - Field Observations
10. Is the “no wrong door” approach empowering staff to navigate community members to services?	- Statements of staff empowerment	- Focus groups with staff/volunteers
<b>Impact</b>		
To what extent does YMCA Centres of Community foster connections between participants and YMCA programs/services, and partner agencies	-number and strength of relationships between YMCA Centres of Community, YMCA programs/services, and partner agencies	- Social Network Mapping