



Canadian  
Evaluation Society  
Société canadienne  
d'évaluation



Canadian Evaluation Society  
Educational Fund  
Fonds de la Société canadienne  
d'évaluation pour l'éducation

## **Instructions:**

### **Case for the Preliminary Round**

### **Evaluation of the YMCA of Greater Toronto Centres of Community Pilot**

**February 9, 2013**

## Introduction

Welcome to the Preliminary Round of the 2013 CES/CESEF Student Case Competition!

We thank Carrie Tanasichuk, Manager of Program Research and Development, YMCA of Greater Toronto for providing the material to support this case. This Request for Proposals (RFP) was developed for the Student Evaluation Case Competition for educational purposes and does not entail any commitment on the part of CES or the YMCA of Greater Toronto.

## Scenario

Your consulting firm has been invited to respond to the attached RFP issued by the YMCA of Greater Toronto (GTA) to plan and conduct an evaluation of the Centres of Community Pilot at the Central YMCA in downtown Toronto. This location is the first of 10 Centres that will be developed over the next ten years.

The Centres of Community Pilot is a key component of the YMCA of Greater Toronto's 10-year strategic plan. Centres of Community will act as portals to the full range of YMCA programs and services, as well as supports offered by other agencies. The YMCA is interested in knowing the extent to which the Pilot has been operating as planned and if the Pilot is on track to meeting its immediate expected results. As 10 Centres of Community will be established over a 10 year period, the YMCA is also interested in generating best practices and lessons learned to inform the development of future Centres. The Chair of the Board of Directors and the Executive Director of the YMCA of GTA will be reviewing the evaluation proposals. They are interested in learning about the overall strategy you propose for conducting this evaluation and the challenges that you anticipate and how you might address them. Your proposal should also include your approach for capturing lessons learned and best practices for the development of Centres and detail your stakeholder engagement and dissemination plan for sharing the results and lessons learned with the various stakeholders. Based on the submissions, they will select the three finalist teams to be given further consideration for the "contract" award.

We look forward to your submission at the end of the day.

The CES Student Case Competition Working Group and Case-Selection Sub-Committee:

Bea Courtney, Brian McGowan, Patricia King, Kathryn Radford, Catherine Dymond, Marla Steinberg and Dominique Leonard

## Rules

1. The team's designated contact person will receive an e-mail from Case Competition organizers with a website and team identification number for the team for case retrieval.
2. Teams can begin work on the case upon receipt of the document from the contact person.
3. The submission must be uploaded as a PDF file to the same website **no later than 5 hours and 30 minutes** after initial download from the website.
4. Coaches must not communicate with their teams once the case document has been downloaded and distributed to the team.
5. Judges must **not** know the real identity of the teams. Throughout their submission, teams should identify themselves only by an imaginative, non-revealing code name, such as Noble Consultants, and must **not** identify the city where the team is located.
6. Your submission should be saved as your team name (e.g. Noble\_Conultants.pdf).
7. Judges may take up to six weeks to select the three best submissions. Judges will provide feedback to every team.

## Judging Criteria

Section 3.0 of the attached RFP provides greater detail on what is expected in the proposals. The criteria by which submissions will be assessed are as follows:

Criteria	Weight
1. <b>Understanding of the requirement:</b> Demonstration of an understanding of the YMCA's evaluation needs and Centres of Community Pilot (beyond a reiteration of the text provided in the RFP)	10%
2. <b>Program logic model:</b> Appropriateness of the logic model	10%
3. <b>Evaluation matrix:</b> Clarity, completeness and appropriateness of evaluation matrix	20%
4. <b>Evaluation approach and methods:</b> Appropriateness of (and rationale for) the evaluation design or approach, data collection and analysis plan	20%
5. <b>Challenges and mitigation strategy:</b> An assessment of challenges and how these will be addressed	15%
6. <b>Stakeholder engagement and dissemination plan:</b> Quality of the stakeholder engagement and dissemination plan for sharing results and lessons learned	10%
7. <b>Innovation:</b> Innovative ideas or detailed practical suggestions	5%
8. <b>Proposal:</b> Quality of the proposal (writing and format)	10%
<b>Total</b>	<b>100%</b>

## Questions or Problems

To communicate with organizers on the day of the competition, please email [casecomp@evaluationcanada.ca](mailto:casecomp@evaluationcanada.ca), or call one of the following individuals:

<b>Name</b>	<b>Telephone Number</b>	<b>Times Available (EST)</b>
Patti King (enquiries in English)	709-746-2875	8:00 am to 6:00 pm
Dominique Leonard (enquiries in French)	Cell: 613-219-5447	8:00 am to 6:00 pm

Have fun and good luck!

**Request for Proposals:**

**Evaluation of YMCA of Greater Toronto  
Centres of Community Pilot**

**February 9, 2013**

## 1.0 Overview of YMCA GTA

The YMCA of Greater Toronto (YMCA GTA) is a dynamic charity offering a broad range of programs and services from approximately 400 locations throughout the GTA. The organization has been in operation for over 150 years and connects with over 500,000 people annually.

The YMCA is embarking on an exciting and important journey over the next decade. Our Vision is that our communities will be home to the healthiest children, teens and young adults. Our 2010-2020 Strategic Plan, a community health strategy - ***Strong Start, Great Future***, calls upon our Association to invest in young people across their life stages to deliver on our vision. By focusing on the health of children, teens and young adults, we are setting the foundation for a healthier community for generations to come. As such, the Strategic Plan commits the YMCA GTA to supporting young people in their developmental needs and critical life stage transitions. Our work is focused on four discrete life stages:

1. Pre-school aged children (birth-5 years);
2. School aged children (6-12 years);
3. Teens (13-18 years); and
4. Young adults (19-29 years).

Although young people are the centre of the strategic plan, the plan is inclusive of adults and older adults. This strategic plan is a community health strategy and not a children, teen and young adult strategy alone. Helping young people grow up healthy makes a whole community stronger. We believe that by focusing on the health of children, teens and young adults we are setting the foundation for a healthier community for generations to come. Therefore, the health of the whole community, children and adults alike will be important to the YMCA. The YMCA serves people of all ages, backgrounds, and abilities, through all stages of life. The organization is dedicated to helping people attain good health and encouraging them to get involved in making their community a better place for everyone. We provide values-based programs and services that teach the importance of caring, honesty, respect, responsibility, and inclusiveness.

The YMCA is active in the community in many ways, offering the following programs and services:

- School age child care centres;
- Preschool 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 centre;
- Resident camp; and
- High school program.

## 1.1 YMCA Definition of Health

In keeping with the YMCA history of a holistic approach to working the community, the YMCA of Greater Toronto has adopted the World Health Organization's (WHO) definition of health, which as follows:

*Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. Health is seen as a resource for everyday life, not an object of living. It is a positive concept emphasizing social and personal resources as well as physical capabilities. (WHO, 2000)*

The YMCA of Greater Toronto believes health is determined by much more than genetic make-up or lifestyle decisions. It can include environmental factors such as social, gender, economic, political and work factors that together determine the health of members from our community. The 'determinants of health' is the term given to factors that influence an individual's health and well-being.

The following are the 12 key determinants of health that have been identified and adopted by Health Canada, the Public Health Agency of Canada and the Canadian Mental Health Association:

1. Income and social status;
2. Social support networks;
3. Education and literacy;
4. Employment/working conditions;
5. Social environments;
6. Physical environments;
7. Personal health practices and coping skills;
8. Healthy child development;
9. Culture;
10. Gender;
11. Health services; and
12. Biology and genetic endowment.

The YMCA has incorporated these into our definition of health, which is a key factor in driving our initiatives forward.

## 2.0 Centres of Community Background and Pilot

*At the street level, in the middle of it all, in neighbourhoods across our region, the YMCA's network of Centres of Community is at the heart of transformational change. Every day at a YMCA Centre, people from all backgrounds and walks of life come together and support one another in staying healthy and finding the resources they need to improve their lives and transform our communities for the better.*

The YMCA Centres of Community represents a new way of delivering YMCA programs. Centres of Community act as portals to the full range of YMCA programs and services, as well as supports offered by other agencies (see Appendix A for graphic overview of the Centres of Community concept). Traditionally, the YMCA has operated many of its programs in separate locations; for example, Health and Fitness facilities are often in different locations than Employment Centres. The Centre of Community Model involves co-locating our programs together wherever possible, according to the particular needs of a community. By the end of 2020, the YMCA GTA will build 10 new Centres of Community.

Each Centre of Community is developed to meet the needs of its respective community and offers a different mix of programs and services. Where appropriate, the YMCA GTA co-locates with other community organizations to provide additional services. YMCA Centres of Community are facilities offering multiple programs that are relevant to and desired by the local community. Community needs are assessed by:

1. A survey of community residents to collect information on pressing health needs;
2. Analysis of secondary data (e.g., Canadian Community Health Survey, Census);
3. Assessing community assets to determine what programs and services are already being offered;
4. Consultation with staff that live or work in the community; and
5. On-going community engagement (e.g., town hall meetings, collaborative sessions with community members, etc.).

Some YMCA facilities and program sites already adhere fairly closely to the Centres of Community Model, integrating multiple program offerings and creating vibrant spaces where people experience up close the shared life of their neighbourhood. We see many opportunities to create new Centres of Community. In some cases, this means building new facilities, but in many others it means making more efficient and innovative use of an existing space. As of April 2011, the YMCA had 372 program locations across the GTA. From a purely geographic perspective, this means that 95% of the GTA is within 5km to 8km of a YMCA program or service; however, some sites offer just a single program, and thus may only be relevant to one segment of the population (e.g., families with young children). With our focus on building Centres of Community, strategically placed, some single service sites will begin to offer a greater variety of programs. We will use geo-demographic and other data to determine how to expand our offerings at particular sites in ways that are most relevant to the local community.

### Pilot Site

The Central YMCA in downtown Toronto is an example of our new Centre of Community Model. This site was chosen to as a pilot for the Centre of Community because there were a few programs in the area that needed to be relocated. It has been operating as a Centre of Community since the summer of 2011. Until then, it had primarily served as a Health and Fitness facility with conditioning and group exercise rooms, a gymnasium and a pool, along

with a Child Care Centre. We have now co-located a variety of new programs in the Centre including newcomer services, employment programs and an alternative High School.

In December 2012, the Central YMCA had 11,349 registered members at the Health and Fitness centre (this does not mean they all used the centre in December, rather, this is the number of active memberships). Across other programs, there were approximately 800 participants in the month of December. However, it should be noted that these numbers do not represent unique individuals; a person could have a Health and Fitness membership, use child care, and the employment centre.

The size of the staff at the Central YMCA includes 73 full-time staff and 152 part-time staff. Volunteers in the month of December numbered 191, contributing 1,068 hours of unpaid time.

## **2.1 The “No Wrong Door” Approach at the Centres of Community: A New Way of Thinking about Operations**

### ***2.1.1 Implications of “No Wrong Door” on Members***

While many families and individuals arrive at the door of the YMCA wanting to access a specific program to address an immediate need, others may arrive not knowing how to address their needs—or unaware of the range of supports available (through the YMCA or other agencies).

Under the Centres of Community Model, YMCA staff and volunteers are acquiring skills to navigate the complex systems of services available in the community and within our YMCA to ensure that every person who enters a Centre of Community is connected to someone who can be of genuine assistance.

YMCA staff and volunteers see themselves not only as delivering a service, but as taking responsibility for their relationships with YMCA members: our work with our members is shaped by members’ assets and objectives, not primarily by our own offerings. The “no wrong door” approach to operations is closely related to our increased emphasis on helping people navigate life-stage transitions.

The “no wrong door” approach calls on YMCA staff and volunteers not only to change the way we work with our members, but also how we work with each other in order to better serve our members.

### ***2.1.2 Implications of “No Wrong Door” on the Organization***

“No wrong door” requires more than knowledge and skills among staff and volunteers. It requires a range of structural and operational changes in areas ranging from IT and financing to performance reviews. It requires us to take concrete steps toward making the organizational boundaries between our core service areas more porous.

We work together in an integrated, horizontal fashion to focus on the needs and expectations of YMCA members, program participants and the community at large as they navigate through their life-stage transitions. We succeed not when we “deliver program” but when our members succeed.

In addition to helping us realize the “no wrong door” approach, we anticipate that working in a more integrated fashion will help us eliminate redundancies and achieve efficiencies that can then be reinvested toward greater impact.

### **2.1.3 Further Tools and Approaches for Executing the Strategic Plan**

We see the following activities and approaches as critical to the advancement of all of our Centres of Community. As such, they are in various stages of implementation at our Pilot location.

**Building expertise and sharing knowledge.** To make a meaningful difference, YMCA Centres of Community must be staffed by people who know the YMCA and the wider service landscape extremely well. The core of the centre-of-community model is that the YMCA will have the capacity to efficiently connect community members not only with YMCA offerings, but with whatever tools are most relevant to them and their families.

**Harmonizing our internal systems and acquiring new tools.** Common registration, ongoing reviews and assessment of administrative processes and systems and a combination of new and updated technology tools, enable us to work more efficiently across the Association, making the boundaries between our core service areas more porous in order to enhance our members’ experience of the YMCA. We are implementing Case Management Systems that will help our staff demonstrate deep knowledge not only of the YMCA, but of the people we serve.

While we work horizontally across program divisions we also recognize the core individual aspects of each that makes them distinct in their functionality and specific only to them.

**Redesigning and resourcing our teams to empower front-line staff.** In order to take a member-centred approach, staff must have time to listen to and connect with members—both in person and online. Streamlining administrative tasks—freeing staff to focus on people as opposed to paperwork—helps us to deepen our relationships and serve people better. New tools, including social media channels and apps designed to enhance member convenience and engagement, will both empower staff and enable members to serve themselves easily.

**Maintaining a focus on Diversity & Social Inclusion.** The YMCA strives for relevance and impact in one of the most diverse cities on earth, and our values call on us to be truly

#### ***Bringing “No Wrong Door” to Life:***

*Members should find their encounters with the YMCA friendly, convenient, and helpful. Whether these encounters take the form of an in-person interaction or the use of an online tool, members should come away having accessed—or found a clear path to—the most useful supports available.*

inclusive. None of our priorities can be advanced without an ongoing emphasis on Diversity and Social Inclusion.

### 3.0 Scope of Work

The YMCA GTA is interested in determining:

1. The extent to which the Centres of Community Pilot is operating as originally planned;
2. The extent to which the Pilot is on track to meet expected results;
3. The kinds of data they could collect to determine the impact of the Centres on community health; and
4. The lessons learned and best practices identified through this Pilot.

Respondents should also provide a brief description of the plan for stakeholder engagement and disseminating lessons learned to future Centres of Community sites.

### 3.1 Proposal Requirements

YMCA GTA expects proposals from the responding teams to provide (but not be limited to):

1. An overview of your understanding of the YMCA's evaluation needs and Centres of Community Pilot;
2. A logic model that includes immediate results and longer term outcomes related to community health;
3. An evaluation matrix including the evaluation questions, indicators and proposed data sources;
4. A brief description of your evaluation design and/or approach and rationale; a brief description of each of the data collection methods you propose and your rationale for each method;
5. Anticipated challenges for conducting the evaluation and how you propose to deal with these through your methods; and
6. A brief description of the stakeholder engagement and dissemination plan for sharing results and lessons learned with stakeholders involved in future Centre of Community sites (chart or point form acceptable);
7. For any proposed innovative ideas, include why you think each is innovative.

The YMCA – GTA does not require proposals to include a budget. For information purposes only, it is expected to take an estimated 30 to 40 days of consultant time to conduct the evaluation.

Proposals **must**:

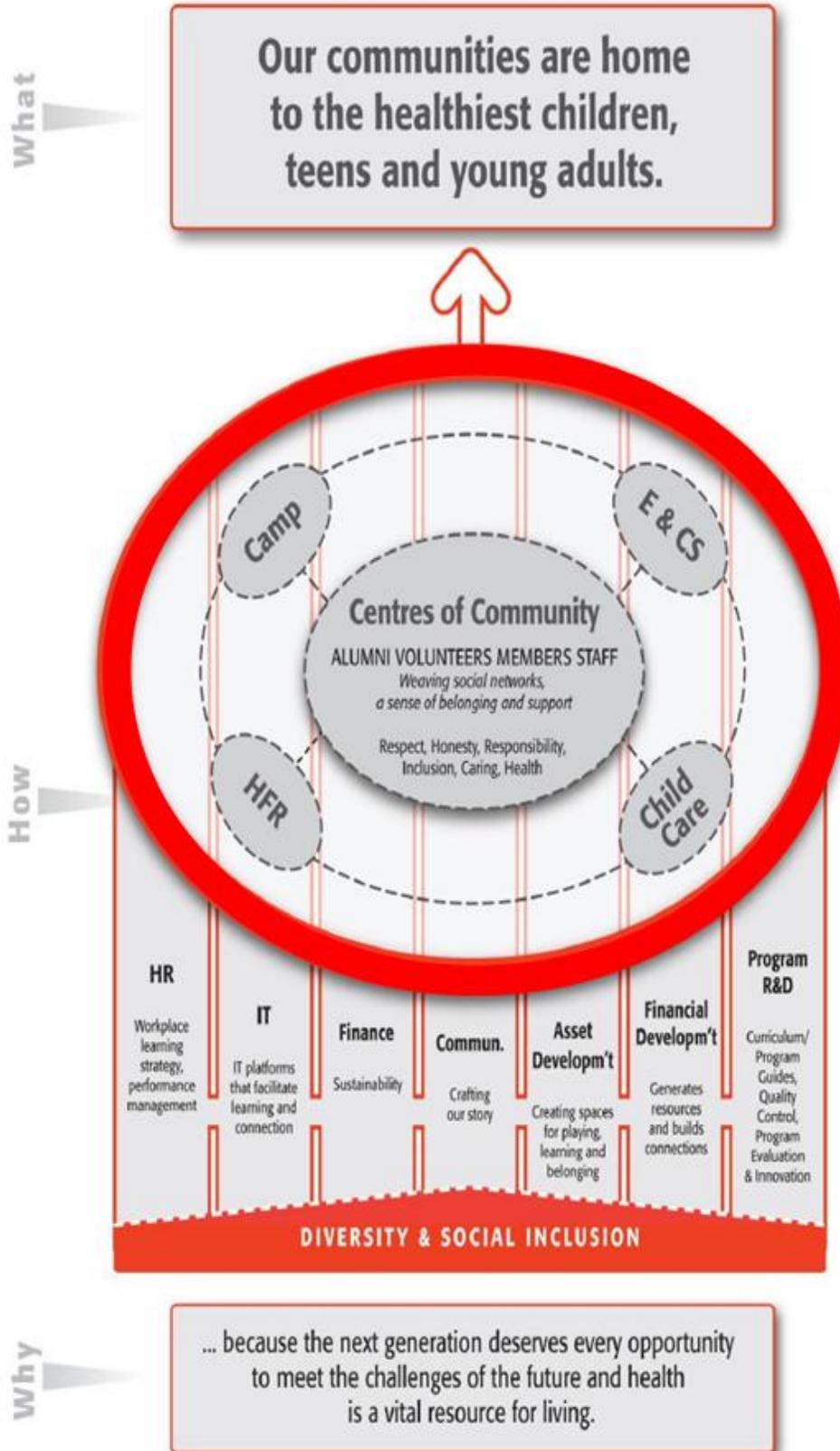
- Be no longer than twelve (12) pages. This limit excludes the cover letter, cover page and table of contents. **Text over 12 pages, including any appendices, will not be read or scored;**
- Use a font size of at least 12 pt. Times New Roman or equivalent;
- Have 1 inch margins (top, bottom, left and right sides);
- Use 8 ½” x 11” paper; and
- Tables, charts, and the logic model can have a font size of a minimum of 10 pt. and have margins less than 1 inch.

### 3.2 Judging Criteria

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

Criteria	Weight
1. <b>Understanding of the requirement:</b> Demonstration of an understanding of the YMCA’s evaluation needs and Centres of Community Pilot, (beyond a reiteration of the text provided in the RFP)	10%
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<b>Total</b>	<b>100%</b>

## Appendix A: Centres of Community Concept



**Legend:**

- E & CS: Education & Career Services;
- HFR: Health, Fitness & Recreation;
- R&D: Research & Development