HIGH FIVE®
Case for Support

BCRPA
BC RECREATION AND PARKS ASSOCIATION

www.HIGHFIVE.org

HIGH FIVE®
The best way to play™

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HIGH FIVE® Case for Support

Why create a Case for Support?

Writing a case for support will:

- Capture the knowledge you've obtained about HIGH FIVE® and how your organization will benefit from the implementation of HIGH FIVE®.
- Highlight how the numerous benefits translate to financial opportunities for your organization.
- Verify that implementing HIGH FIVE® meets the needs of your organization.
- Enable you to obtain the financial support and approval to implement HIGH FIVE®.
- Ensure a consistent message about HIGH FIVE® and that all staff are knowledgeable about why and how HIGH FIVE® will be implemented.

What are the components of a Case for Support?

(Source: "BPR" Online Learning Centre)
A Case for Support should contain the following components:

Executive Summary

- The Executive Summary provides management with a short (one to three pages) snapshot of your Case for Support. It must be persuasive. The remainder of the Case for Support provides the detail and analysis to support the statements you make in the summary.
- For a more effective Executive Summary, complete all other sections of the Case for Support first.
- The focus of the Executive Summary should be on the bottom line benefits to the organization. All of the other information in the Case for Support should be summarized as supporting details.
- A strong case for support will summarize your team's conclusions about how the implementation of HIGH FIVE® will solve the issues.
- When creating the Executive Summary, consider answering the following questions:
    - What are your team's conclusions about how the implementation of HIGH FIVE® will solve current issues or needs within your organization?
    - What are your team's recommendations regarding the implementation of HIGH FIVE® in your organization?

Project Description

This section describes the objective of implementing the HIGH FIVE® standard and summarizes the activities that will be performed by staff to implement HIGH FIVE®.

- Include an overview of the stakeholders for whom this effort is being undertaken (parents, children, staff, and community).
- When creating the Project Description, consider answering the following questions:
    - What is HIGH FIVE®?
    - What is the operational need for HIGH FIVE®?
    - How will we present HIGH FIVE® as the solution?
    - Who will benefit from the implementation of HIGH FIVE®?
    - How will each stakeholder benefit?
    - How will staff implement HIGH FIVE®?
    - How does HIGH FIVE® provide a solution to operational needs/issues?

Alternatives Analysis

When creating this section, consider the following three (3) alternatives and discuss the implications of each to the organization:

- Maintain status quo – do not implement HIGH FIVE®.
- Implement certain modules of HIGH FIVE®.
- Implement all modules of the HIGH FIVE®.

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Cost / Benefit Analysis

- This section should include an estimate for every anticipated cost of the standard and should outline the benefits of implementing HIGH FIVE®.
- This section should clearly articulate how the costs of implementing the standard are offset by the tangible and intangible benefits.
  - Tangible benefits: Measurable benefits that demonstrate the value of implementing HIGH FIVE® (e.g. increased retention rate, revenue generation, access to fee subsidy etc).
  - Intangible benefits: Non-measurable benefits that demonstrate the value of implementing HIGH FIVE® (e.g. improved staff morale, reputation for quality).

Implementation Plan

This section details your Implementation Plan that is available with the Implementation Planning Workshop. It demonstrates:

- What are the objectives?
- What strategies are you going to implement to achieve the objectives?
- Who is responsible for achieving the objectives?
- What is the status of each objective?
- What is the timeline for each objective?

SWOT Analysis

- This analysis looks at the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the solution being proposed.
- Demonstrate how your organization will maximize strengths and minimize weaknesses.
- When creating this section, consider the following:
  - What opportunities are now possible because of the implementation of HIGH FIVE®?
  - Are there any issues that the solution causes for your organization? If yes, how can your organization minimize and prevent issues caused by the solution?

Conclusions and Recommendations

- This should summarize the issues, costs and benefits of the solution.

Sample HIGH FIVE® Case for Support

Executive Summary

When developing this section, consider the following:

- What are the benefits of implementing HIGH FIVE®?
- Who will benefit from the implementation of HIGH FIVE®?
- Demonstrate how the implementation of HIGH FIVE® will solve operational issues/needs (your conclusion).
- Provide recommendations re: next steps.

Project Description

When developing this section, answer the following questions:

- What is HIGH FIVE®? (See HIGH FIVE® background information on page 8)
- What is the operational need for HIGH FIVE®?
  - Validate the quality of your children's programs to parents, community, staff, and funders.
  - Improve the quality of your children's programs.
  - Obtain access to fee subsidy dollars.
  - Increase parent satisfaction.
  - Revenue generation through increased enrolment.
  - Improve staff morale and retention.
  - Increase program retention rates.
  - Recognition for being a leader in quality assurance in recreation and sport.

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HIGH FIVE® Case for Support

Who will benefit from the implementation of HIGH FIVE® and how will they benefit?

- Parents / Community
  - Will have increased confidence in the quality of their children's programs.
- Children
  - Support their healthy child development.
  - Enjoy the programs in which they are participating.
  - Continue to participate in programs because they are having fun.
- Staff / Organization
  - Receive training and development opportunities.
  - Gain an extensive knowledge in healthy child development.
  - Receive recognition for quality initiatives.
  - Gain access to fee subsidy financial support.
  - Additional revenue opportunities through access to grants.
  - Become a leader in quality assurance in recreation and sport.
  - Provincial recognition of quality successes.

How will staff implement HIGH FIVE®?

- Refer to your customized Implementation Plan.

How does HIGH FIVE® provide a solution to operational needs/issues?

- Consider some of the following operational needs and solutions:

Operational Need	HIGH FIVE® as the solution
• Want to validate and communicate that our organization is providing quality programs.	• Use the HIGH FIVE® *QUEST 1* tool to validate the extent to which your policies and procedures support healthy child development. • Use the *QUEST 2* tool to validate the quality of your programs. • Report those results in your newsletter, etc.
• Need to create policies and procedures.	• Attend the *QUEST 1* workshop and learn how to effectively use this tool as a powerful performance measurement tool. • Buy the *Guide to Best Practices* and receive samples of "best practices" policies and procedures.
• Want to increase staff morale and retention.	• Provide all staff with the *Principles of Healthy Child Development* training.
• Want to improve quality of programs.	• Utilize *QUEST 1 and QUEST 2* tools. • Provide HIGH FIVE® training to staff.
• Want to improve customer satisfaction.	• Provide higher quality programs as a result of using the *QUEST 1 and QUEST 2* tools and training your staff in HIGH FIVE® *PHCD*. • Provide parents with *Reviewing Programs Together* resource. • Educate parents by promoting your involvement in HIGH FIVE® through your program brochure, registration confirmations, etc.

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Alternatives Analysis

When developing this section, there are three options:

1) Implement all modules of HIGH FIVE®
   Consider the following:
   - Demonstrate how all operational needs are met by implementing all modules.

2) Implement certain modules of HIGH FIVE®
   Consider the following:
   - What are your priorities e.g. staff training, policy and procedure development, validation of quality of your programs?
   - What is the impact of not implementing all modules at the same time?
   - What does your budget support re: # of modules to implement?
   - Demonstrate which operational needs are met by implementing certain modules.

3) Maintain status quo – do not implement HIGH FIVE®
   Consider the impact of this decision:
   - No access to fee subsidy dollars.
   - Not able to validate quality of programs.
   - Increased staff time required to research policies and procedures – not able to validate that the policies and procedures support healthy child development.
   - Decreased customer satisfaction – more complaints.
   - Won't be able to determine what is causing decreased retention rates – HIGH FIVE® can provide this answer.
   - Not able to provide additional staff training and development opportunities re: healthy child development.
   - Won't be recognized as a leader in quality assurance with parents, within the community etc.

Cost – Benefit Analysis

When creating the costs, consider the following:

- Staff time and resources.
- Annual Registration Fee.
- Information Session or Implementation Planning Workshop (Optional).
- Training costs (e.g. training staff in *PHCD, Using the QUEST, QUEST 1, Becoming a HIGH FIVE® Trainer)*.

When creating the benefits, consider the following:

- Intangible:
  - Improved staff morale.
  - Increased staff retention rate.
  - Improved parent satisfaction.
  - Increased participant retention rates.
  - Access to powerful performance management tools.
  - Provincial recognition as being on the cutting edge of quality assurance in recreation and sport.

- Tangible: (provide dollar amounts for each of the following)
  - Increased revenue through increased program enrolment.
  - Financial savings as a Registered Organization (your Provincial Coordinator will work with you to determine this amount).

The key is to demonstrate how the costs associated with implementing HIGH FIVE® are offset by the numerous tangible and intangible benefits.

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Implementation Plan

When developing this section, insert your customized Implementation Plan template:

- Your implementation plan will outline:
  - Your objectives.
  - Your strategies to achieve the objectives.
  - Who is responsible for achieving the objectives.
  - The status of each objective.
  - The timeline for each objective.

SWOT Analysis

When creating this section:

- Review the chart below to determine which Strengths, Weaknesses, Opportunities and Threats pertain to your organization.
- Generate a customized SWOT analysis for your organization.

Strengths	Weaknesses
• HIGH FIVE®'s uniqueness and credibility. • HIGH FIVE®'s worthiness and timeliness (in sync with emerging public priorities). • Strength of HIGH FIVE® staff and support provided to organizations. • Involvement of a growing number of Registered Organizations. Check statistics through the website at www.HIGHFIVE.org. • Growth in number of people trained. • Benefits of registration (e.g. higher quality programs, more credibility for community, parents, funders etc.). • Responsive to Organization needs. • Access to powerful progress reports that summarize HIGH FIVE® activities and the organization's results. • HIGH FIVE® is a cost-recoverable operation.	• Lack of understanding that HIGH FIVE® is a standard developed after years of research by Parks and Recreation Ontario. • Requires financial resources to implement. • Lack of champions in health, and sport education sectors.
Opportunities	**Threats**
• Growing interest in children's recreation and sport. • Growing interest in recreation and sport sector re: quality assurance. • Significant needs among groups to validate quality and further improve. • Direct sponsorship and fundraising potential. • Growth potential from other provinces and territories and internationally. • One of the solutions to physical inactivity. • Supports and encourages healthy living amongst children. • Helps ensure children have fun in recreation and sport programs.	• Growing fiscal pressures on recreation and sport. • Budget cutbacks. • Staff turnover.

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Conclusion / Recommendations

When creating this section, consider the following:

- Demonstrate that the financial benefits outweigh the costs.
- Convey a sense of urgency.
- Re-iterate the solution you've chosen and how it solves the operational needs/issues.
- Communicate recommendations re: next steps.

HIGH FIVE® – Background Information

The following information may be helpful when creating a case for support or grant proposals and reflects the most commonly asked questions.

a) What is HIGH FIVE®?

HIGH FIVE® is a national quality standard for children's sport and recreation, founded by Parks and Recreation Ontario. It is designed to support the safety, well-being and healthy development of children in recreation and sport programs. HIGH FIVE® achieves this by providing sport and recreation professionals with tools, training and resources that promote and support the principles of healthy child development. Initially launched in November 2001, this quality assurance framework seeks to ensure all children experience healthy development from their participation in recreation and sport programs.

b) What is the HIGH FIVE® Vision/Mission?

Vision
Through sustained involvement in quality recreation and sport activities, all children aged 6 to 12 years are experiencing healthy development.

Mission
HIGH FIVE® is a framework committed to assisting children along the path of healthy child development by:

- ensuring that recreation and sport practitioners develop a high level of knowledge and expertise in child development;
- helping parents to make informed choices and;
- providing practitioners with the tools for enhancing and maintaining a high level of program quality.

c) How do you become a Registered Organization?

STEP 1
Request an Information Package or an Information Session by contacting BCRPA at 604-629-0965 or by email at parksandrec@bcrpa.bc.ca State your name, contact information, and why you are interested in HIGH FIVE®.

STEP 2
Fill out and submit the Registration Form, Organization Profile, and Registered Organization Agreement.

STEP 3
Upon receiving an invoice from BCRPA, submit your Annual Registration Fee. Please make the cheque payable to: British Columbia Recreation and Parks Association.

STEP 4
BCRPA will send you a Welcome Package with a Registered Organization Guide and certificate.

d) What programs and services does HIGH FIVE® offer within each module?

HIGH FIVE® offers training, tools and resources within each module that will assist an organization in creating and/or maintaining high quality children's sport and recreation programs.

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Training and Development Module

HIGH FIVE® offers the following training workshops:

- Information Session or Implementation Planning Workshop
- Principles of Healthy Child Development (PHCD) – for front line staff
- Becoming a HIGH FIVE® Trainer – enables staff to become HIGH FIVE® Trainers

Program Assessment Module

- Observing the Child's Experience (Using the HIGH FIVE® QUEST workshop)
- Program Assessment (QUEST 2) tool

Policies and Procedures Module

- Reviewing Best Practices (QUEST 1) Tool
- Guide to Best Practices Resource
- Reviewing Best Practices (QUEST 1) Workshop

e) What is HIGH FIVE® Accreditation?

The HIGH FIVE® Accreditation Process provides a systematic way to measure and improve program and service delivery within the four modules (Training and Development, Program Assessments, Policies and Procedures, Awareness) of the HIGH FIVE® Quality Framework. Registered Organizations work through the Accreditation Process according to their own priorities and timelines. To qualify for Accreditation, Registered Organizations must complete all levels in each of the four modules. An Implementation Planning Workshop (organized through your Provincial Coordinator) is the key to ensuring success.

f) Why does quality matter?

When children play, they develop the physical, emotional, social and cognitive skills they need to succeed in life. The most common way children participate in organized play is through recreation and sport programs. Whether its hockey, drama, or ballet, quality recreation programs can help children learn new things, feel good about themselves and make friends. The National Longitudinal Survey of Children and Youth estimates that 87% of Canadian children aged four to fifteen participate in organized activities outside of school every year. Research shows that the experiences children have in recreation and sport at an early age have a life long impact. Positive experiences in recreation and sport help children become capable, caring adults who contribute more effectively to the community in the future. HIGH FIVE® is built on the belief that all children deserve to have sport and recreation experiences that support his or her healthy development. We believe that children stand the best chance of reaping these benefits from sport and recreation programs that are committed to quality.

g) Who is involved?

Please visit www.HIGHFIVE.org for the most current list of Accredited and Registered Organizations. They are all committed to deliver quality programs in environments that are specifically designed to support healthy child development by:

- Training staff in the HIGH FIVE® Principles of Healthy Child Development.
- Measuring their programs quality and children's experience using the HIGH FIVE® *QUEST 2* – Observing the Child's Experience.
- Reviewing and updating their policies and procedures to support a Healthy Child Development approach.

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