



CASE FOR SUPPORT



The best way to play™

www.HIGHFIVE.org

HIGH FIVE® A quality standard for children's sport and recreation
Founded by Parks and Recreation Ontario

Case for Support

Table of contents

Why create a Case for Support?	2
What are the components of a Case for Support?	3
Supporting Documents	12

How to use this document

In each section of this document, you'll find helpful tips and detailed explanations of each section required to write an effective Case for Support. Use these, along with the supplementary supporting documents, to help you write your Case for Support, as they provide guidance on structure, language and strengthening your position on the value of HIGH FIVE®.

Testimonials are available to help you add credibility to your case. They can be found at www.highfive.org/take-action/testimonials.



Why create a Case for Support?

Writing a case for support will:

- Capture the knowledge you've obtained about HIGH FIVE.
- Assist you to gain buy-in at all levels; from your Council, Board, and Decision Makers to staff and volunteers.
- Outline how your organization will benefit from the implementation of HIGH FIVE.
- Highlight numerous benefits and financial opportunities for your organization.
- Verify that implementing HIGH FIVE meets the needs of your organization.
- Help to obtain additional revenue opportunities through public and private grants.
- Ensure staff is informed about how and why HIGH FIVE will be implemented.

What are the components of a Case for Support?

A Case for Support should contain the following components so that you are able to clearly outline the value of HIGH FIVE and the need for it within your organization:

(Source: "BPR" Online Learning Centre)

Executive Summary

Project Description

Alternatives Analysis

Cost/Benefit Analysis

Implementation Plan

SWOT Analysis

Recommendations and Conclusions

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 financial and risk management benefits to the organization. All of the other information in the Case for Support should be summarized as supporting details.
- A strong Executive Summary will summarize your team's conclusions about how the implementation of HIGH FIVE will solve the challenges.

When developing this section, consider the following:

- **What are the benefits of implementing HIGH FIVE?**
- **Who will benefit from the implementation of HIGH FIVE?**
- **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 and the next steps.**

Supporting Document 3, The Benefits of Registering, includes a detailed breakdown of organizational benefits to registering with HIGH FIVE. Use this along with Supporting Document 5, which outlines some societal challenges and opportunities associated with healthy child development, to add context and conviction to your Executive Summary.

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.

When creating the Project Description, consider answering the following questions:

- **What is HIGH FIVE?** (See Supporting Documents section on page 12)
- **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 funding (i.e. fee subsidy dollars)
 - Increase parent satisfaction.
 - Revenue generation through increased enrolment.
 - Improve staff morale and retention.
 - Increase program retention rates.
 - Recognition for being a quality service provider in recreation and sport.
- **Who will benefit from the implementation of HIGH FIVE and how will they benefit? Examples include:**
 - Parents/Community
 - Will have access to quality programs that are supported by a national standard.
 - Children
 - Are supported in their healthy development through positive experiences.
 - Enjoy the programs in which they are participating.
 - Continue to participate in programs because they are having fun.
 - Staff/Volunteers/Organization
 - Receive training and development opportunities.
 - Gain an extensive knowledge in healthy child development.
 - Receive recognition for quality initiatives and successes
 - Gain additional revenue opportunities through access to public and private grants.
 - Become a leader in quality assurance in recreation and sport.
- **How will staff implement HIGH FIVE?**
 - Speak with your Authorized Provider to help customize an implementation plan.

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

- Other than the solutions HIGH FIVE provides outlined in the Supporting Documents section, consider some of the operational needs and solutions below:

Operational Need	HIGH FIVE is the solution
<ul style="list-style-type: none"> • Validate and communicate that your organization is providing quality programs. 	<ul style="list-style-type: none"> • Use the HIGH FIVE Database to access reports that outline areas of strength and weakness in programming and policies and procedures. • Report those results in your newsletter and through your website, etc.
<ul style="list-style-type: none"> • Create policies and procedures to stay current and on trend with societal needs and changes. 	<ul style="list-style-type: none"> • Access the <i>QUEST 1</i> online training to learn how to navigate the <i>Guide to Policies and Procedures</i> which contains 86 templates of policies and procedures recommended by experts for organizations implementing programs for children.
<ul style="list-style-type: none"> • Increase staff morale and retention. 	<ul style="list-style-type: none"> • Provide the <i>Principles of Healthy Child Development (PHCD)</i> training to all staff. • Equip all staff with a common language and goal concerning healthy child development.
<ul style="list-style-type: none"> • Improve quality of programs. 	<ul style="list-style-type: none"> • Provide the <i>QUEST 1</i> training to Managers. • Provide the <i>QUEST 2</i> training to Supervisors. • Use the HIGH FIVE Database to access reports that outline areas of strength and weakness in programming and policies and procedures.
<ul style="list-style-type: none"> • Improve customer satisfaction. 	<ul style="list-style-type: none"> • Provide higher quality programs as a result of using the <i>QUEST 1 and QUEST 2</i> tools and training your staff in <i>PHCD</i>. • Provide parents with <i>Reviewing Programs Together</i> resource to encourage parent feedback. • Educate parents by promoting your involvement in HIGH FIVE through your program brochure, registration confirmations, website, social media etc.
<ul style="list-style-type: none"> • Access to funding (i.e. fee subsidy dollars).* 	<ul style="list-style-type: none"> • Become a HIGH FIVE Registered Organization and use the tools, training and resources to meet Ministry requirements.

These Operational Needs, paired with the solutions which HIGH FIVE provides, are a solid foundation for you to build your Case for Support. Be sure to refer to the Supporting Documents for more tangible results and impact-driven language to fuel your case.

*Applicable to HIGH FIVE Ontario only

Alternatives Analysis

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

1. Implement the holistic approach to HIGH FIVE

Consider the following:

- Demonstrate how all operational needs are met by implementing all aspects of the HIGH FIVE Quality Framework.

2. Implement selected components of HIGH FIVE

Consider the following:

- Focus on current organizational priorities e.g. staff training, policy and procedure development, validation of quality of programs.
- Explain the impact of not implementing the holistic approach.
- Illustrate the financial impact on current budget in implementing certain aspects of the Framework.

3. Maintain status quo – do not implement HIGH FIVE

Answer the following question: What will happen if we do nothing? Consider the impact of this decision:

- Not able to validate quality of programs compared to others within your jurisdiction and nationally.
- Increased staff time required to research policies and procedures and not able to validate that the policies and procedures support healthy child development.
- Decreased customer satisfaction – more complaints.
- Less able to determine what is causing decreased retention rates with staff and participants – HIGH FIVE can provide this answer.
- Not able to provide additional staff training and development opportunities on healthy child development.
- Not recognized as a quality service provider by parents.

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.

When creating the costs, consider the following:

- Staff time and resources.
- Annual Registration Fee.
- Training costs (e.g. training staff in PHCD, QUEST 2, QUEST 1, HIGH FIVE Trainer).

When developing this section, consider the following:

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.**

Tangible: (provide dollar amounts for each of the following)

- Increased revenue through increased program enrolment.
- Increased access to funding through public and private grants.
- Financial savings as a Registered Organization on training and other items (your Authorized Provider will work with you to determine this amount).
- Increased staff retention rate.
- Increased participant retention rate.

- **Intangible benefits: Non-measurable benefits that demonstrate the value of implementing HIGH FIVE**

Intangible:

- Improved staff morale.
- Improved parent satisfaction.
- Effective and powerful performance management tools.
- Provincial recognition for being on the cutting edge of quality assurance in recreation and sport.

The key is to demonstrate how the costs associated with implementing HIGH FIVE are offset by the numerous tangible and intangible benefits. Supporting Document 5 outlines these benefits within the context of larger challenges that your organization might be facing.

Implementation Plan

To help you embed HIGH FIVE into your organization, you will want to create an implementation plan for each step along the way. Contact your Authorized Provider for support in creating a personalized implementation plan.

It will help you demonstrate:

- What are the objectives of implementing HIGH FIVE?
- 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?

Use the HIGH FIVE overview on Supporting Documents 1 and 2, featuring the quality framework, to help you plan your objectives and strategies as they relate to healthy child development and quality within your organization's programming.



SWOT Analysis

This analysis looks at the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the HIGH FIVE solution being proposed.

- Demonstrate how your organization will maximize strengths and minimize weaknesses.
- Review the chart below to determine which Strengths, Weaknesses, Opportunities and Threats pertain to your organization.
- Generate a customized SWOT analysis for your organization.

When developing 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?

Strengths	Weaknesses
<ul style="list-style-type: none"> • HIGH FIVE is Canada's most recognized standard • HIGH FIVE brings credibility and a reputable standard to your organization. • Ability to stay current with cutting edge research and knowledge on healthy child development. • Strength of HIGH FIVE staff and support provided to organizations. • Recognition as a quality service provider. • Being part of a growing number of Registered Organizations. Visit the website at www.HIGHFIVE.org for a list of Registered Organizations. • Ability to be proactive and not reactive. • Focus on risk management, recognition and building leadership. • 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. 	<ul style="list-style-type: none"> • Lack of understanding that HIGH FIVE is a standard developed after years of research by Parks and Recreation Ontario. • Requires financial and human resources to implement.
Opportunities	Threats
<ul style="list-style-type: none"> • Growing interest in the benefits of recreation and sport sector re: quality assurance, mental health, physical literacy, obesity prevention. • Significant need to validate quality and further improve. • Direct sponsorship and fundraising potential. • Being part of a growing national standard. • Supports and encourages healthy living amongst children. • Helps ensure children are having positive experiences in recreation and sport programs. 	<ul style="list-style-type: none"> • Growing fiscal pressures on recreation and sport. • Budget cutbacks. • Staff turnover.

Conclusion / Recommendations

It's important to end your Case for Support with a strong message that reinforces your arguments and evidence. Use strong and persuasive language that speaks clearly to the points below and tailor it to your organizations unique challenges and goals.

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

If you have any questions, or require further support in writing your Case for Support, please contact your Authorized Provider. Contact information is available at: www.HIGHFIVE.org/whos-involved/authorized-providers



The best way to play™

- Canada's quality standard for children's recreation and sport
 - Developed by Parks and Recreation Ontario (PRO)
 - Research began in 1994
 - Launched as HIGH FIVE® in 2001
 - Available across Canada in English and French

Vision

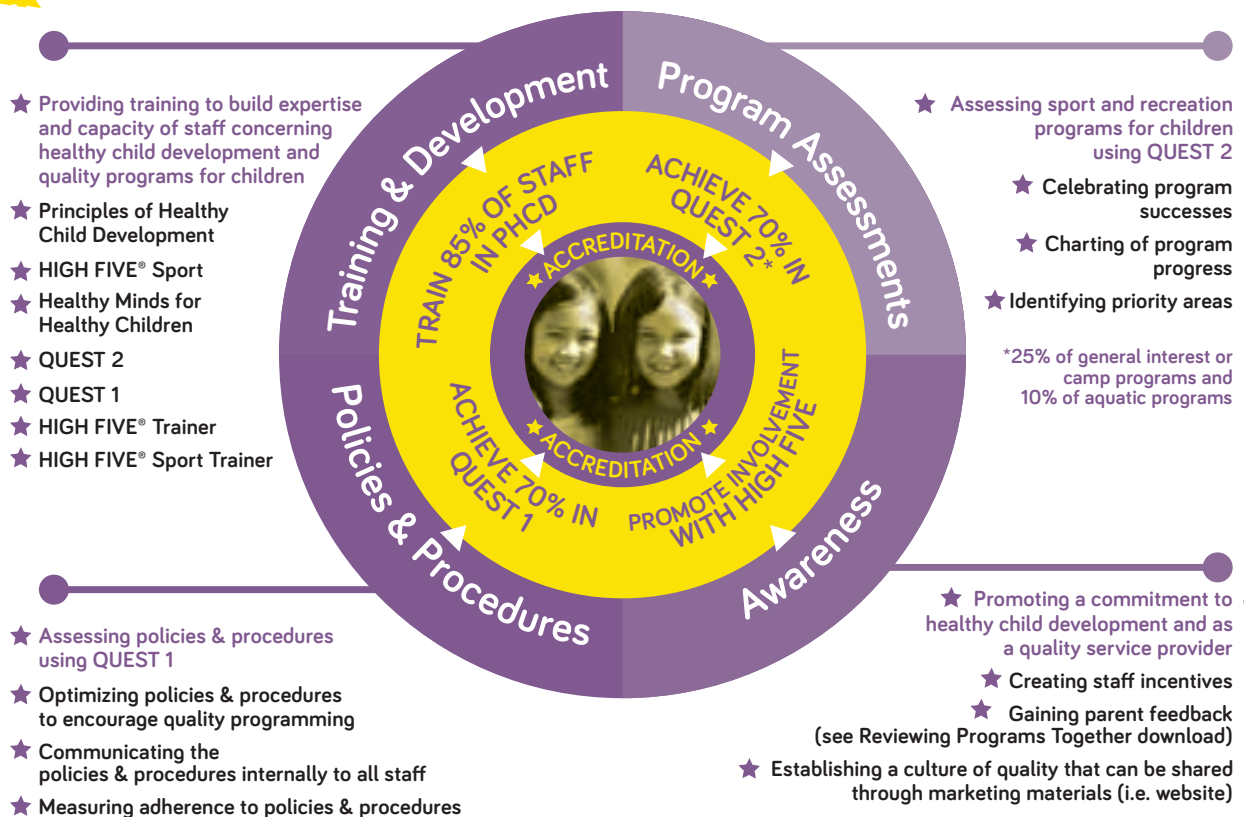
Through sustained involvement in quality recreation and sport activities, all children aged 6 to 12 are experiencing healthy child development.

Mission

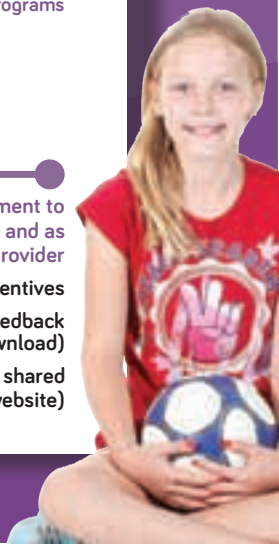
Ensure that sport and recreation practitioners develop a high level of expertise in child development.
Help parents to make informed choices.

Provide practitioners with tools for enhancing and maintaining a high level of program quality.

Quality Framework for Healthy Child Development in sport and recreation



How does it work?



Why HIGH FIVE®?

Many people and organizations get involved with HIGH FIVE because they believe in the power of making a difference in children's lives through giving them the 'best way to play'.

HIGH FIVE helps others understand the importance of providing quality and positive recreation and sport experiences to children - experiences that will last for a lifetime!

Why HIGH FIVE Works

- **Recognized as the quality standard in Canada for children's sport and recreation**
- **Holistic in its approach**
- **Evidence based through years of research**
- **Measurable through use of training, scientifically-validated tools and resources**
- **A quantifiable advantage for organizations involved**

HIGH FIVE holds true to the following five Principles of healthy child development that the research indicates are essential for quality programs.

Read about HIGH FIVE's definition of quality at www.HIGHFIVE.org/what-high-five/studies-research

Why HIGH FIVE Matters

- **Integral to equipping children to excel in life through positive experiences in sport and recreation**
- **Increases the chances that children will remain active for life**
- **Addresses challenges that society is facing, including children's mental health and childhood obesity**
- **Assists the sport and recreation sectors in understanding the emotional, social and cognitive needs of children**
- **Provides parents with a recognizable standard that allows them to feel that their child is in good hands**
- **Because quality matters!**



The benefits of registering

Organizations registered with HIGH FIVE® feel reassured that they are participating in a national standard that is based in research which empowers them to embed quality assurance measures throughout their organization. They gain peace of mind that the children in their programs are safe and happy.

Below are the top 3 ways that organizations feel they benefit from HIGH FIVE:

Recognition	Creates public acknowledgment as a quality service provider	Allows increased access to funding through grants and foundations through public and private grants	Enhances staff moral as part of an organization that actively makes a difference in children's lives
Risk Management	Reduces liability by meeting the industry Standard of Care	Creates a proactive versus reactive culture in providing quality experiences for children	Outlines areas of strength and weakness in programming, policies and procedures using reports accessed within the HIGH FIVE Database
Leadership Development	Provides training, tools and resources that allow staff, supervisors and managers to reach their full potential as facilitators of healthy child development	Builds a cohesive team by providing a common language and goal	Contributes to professional development of staff by identifying weaknesses in programming using reports accessed within the HIGH FIVE Database



The benefits in action

Here are some real life stories showing how the benefits of being a HIGH FIVE® Registered Organization can translate into tangible and quantifiable results for you and your programs.

Recognition

"The Canadian Red Cross takes pride in the quality swimming and water safety programs that we offer. We are always looking to enhance our programs as well as find ways to help our Red Cross Training Partners provide the best aquatic programs possible. Working with HIGH FIVE® was a natural fit as they are a recognized national quality standard for children in recreation and sport.

Many of our Training Partners are pursuing registration and/or accreditation with HIGH FIVE to gain recognition as a quality service provider. Our collaboration with HIGH FIVE helps our Training Partners achieve their goal by providing their employees with knowledge on how to create safe, fun, and positive experiences for children within an aquatic environment. We value our relationship with HIGH FIVE and their expertise in healthy child development." **Gail Botten, Provincial Program Manager, Canadian Red Cross**

"HIGH FIVE was a natural fit as they are a recognized national quality standard."

Risk Management

"Before we started HIGH FIVE® training, I normally had three major incidences a week involving children in our programs. Last summer I only had two issues all season. This is a huge decrease and I now use that time to be proactive in my approaches. HIGH FIVE provides not only the tools to help my staff problem-solve, it identifies the gaps where problems could occur."

Brenda Whitehead, Formerly of Town of Port Hope, ON

Leadership Development

"At Canadian Forces Morale and Welfare Services, we take pride in helping Canadian Armed Forces (CAF) members and their families handle many unique aspects of the military lifestyle. Providing high-quality recreation programs is one of the many ways that we support military families in living a well-balanced, healthy lifestyle.

HIGH FIVE has enabled us to maximize our efforts across Canada through a standardized framework of service delivery. Through HIGH FIVE, our staff is taught to build supportive relationships that strengthen resiliency and boost self esteem. Our programs are assessed using the QUEST tools, which enable us to address concerns and build on successes. Our policies are focused on supporting the safety, well-being and the healthy development of participants. Through our partnership with HIGH FIVE, we have received excellent support to help us build stronger recreation programs and staff that meet the needs of military communities coast to coast."

Ryan Cane, Canadian Forces Bases





The best way to play™

The Societal challenge

63%

of Canadian kids' free time is spent being sedentary

(Garriguet D, Colley RC (2012). Daily patterns of physical activity participation in Canadians. Health Reports, 23(2):1-6.)

11%

of children meet the Canadian standards of Physical Activity for Children and Youth

(Active Healthy Kids Canada – Report Card on Physical Activity 2013)

1 in 2

children would like the chance to be involved in a program in which they're not currently participating

(Vancouver MDI, 2010)

1 in 4

children report low levels of overall health and well-being

(Vancouver MDI, 2010)

1 in 5

children are suffering with a mental health disorder

(Dr. Stanley Kutcher, Sun Life Financial Chair in Adolescent Mental Health, Dalhousie University and the IWK Health Centre, Healthcare Quarterly, 2011)

34%

of children are overweight or obese

(Participation 2010)

The HIGH FIVE® solution

HIGH FIVE assists organizations to provide positive experiences for children in sport and recreation, encouraging them to remain active for life. An example of a benefit to your organization is:

Higher participant retention rates

HIGH FIVE supports organizations to create environments that nurture children's Physical Literacy, allowing them to succeed in all recreation and sport activities. An example of a benefit to your organization is:

Increased customer satisfaction

HIGH FIVE helps organizations break down barriers to participation by creating environments that welcome diversity and uniqueness. An example of a benefit to your organization is:

Increased enrolment and revenue

HIGH FIVE provides organizations with a holistic approach to healthy child development, enhancing children's well-being through the quality framework. An example of a benefit to your organization is:

Happier participants who inspire other children to enroll in your organization's programming

HIGH FIVE equips organizations with engagement strategies for nurturing resiliency in children with mental health disorders and distress. An example of a benefit to your organization is:

Skilled and motivated staff who can effectively work with all children

As well as addressing how to enhance a child's physical health, HIGH FIVE assists organizations implement healthy eating practices for children using the Healthy Eating Toolkit. An example of a benefit to your organization is:

Increased recognition as a provider of comprehensive health and wellness programming for children



The best way to play™

+350 Registered Organizations

HIGH FIVE® Registered Organizations have committed to delivering exceptional experiences for children in their sport and recreation programs. They are HIGH FIVE's biggest champions, putting children first and changing lives across Canada. HIGH FIVE Registered Organizations include:

City of Calgary

Vancouver School Board

Halifax Regional Municipality

Boys and Girls Club of Saskatoon

YWCA St. Thomas Elgin

East York Gymnastics Club



+60 Supporters

HIGH FIVE maintains relationships with some of the most influential partners in recreation, sport and healthy child development across the country, including:

Canadian Red Cross

Canadian Forces

University of Victoria

University of New Brunswick

Ontario Volleyball Association

Lifesaving Society



+675,000 children

being positively affected by their experiences
with HIGH FIVE Organizations across the country.