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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

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)

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 quadrants of the HIGH FIVE[®] Quality Framework
- Implement all quadrants of the HIGH FIVE[®] Quality Framework

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[®]
 - Intangible benefits: Non-measurable benefits that demonstrate the value of implementing HIGH FIVE[®]

Implementation Plan

- This section details your Implementation Plan

HIGH FIVE® Case for Support

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 or other funding
 - 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
- How will we present HIGH FIVE® as the solution?
- 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
 - Thrive with nurturing through healthy child development
 - Enjoy the programs in which they are participating
 - Continue to participate in programs because they are having fun and making friends
 - 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 or other funding
 - Gain revenue opportunities through access to grants
 - Become a leader in quality assurance in recreation and sport
 - Gain provincial recognition of quality successes

HIGH FIVE® Case for Support

- 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
<ul style="list-style-type: none"> • Want to access potential funding or fee subsidy dollars 	<ul style="list-style-type: none"> • Become a HIGH FIVE® Registered Organization and use the HIGH FIVE® tools, training and resources to meet the necessary requirements
<ul style="list-style-type: none"> • Want to validate and communicate that organization is providing quality programs 	<ul style="list-style-type: none"> • Use the HIGH FIVE® <i>QUEST 1</i> Tool to validate the extent to which organization's policies and procedures support healthy child development • Use the <i>QUEST 2</i> Tool to validate the quality of children's programs • Report those results in organization's newsletter, etc.
<ul style="list-style-type: none"> • Need to create policies and procedures 	<ul style="list-style-type: none"> • Attend the <i>QUEST 1</i> online training and learn how to effectively use accompanying resources including the <i>QUEST 1 Tool to Assess Policies and Procedures</i> as a powerful performance measurement tool • Use <i>QUEST 1 Guide to Policies and Procedures</i> which includes sample policies and procedures that support healthy child development and reduce risk
<ul style="list-style-type: none"> • Want to increase staff morale and retention 	<ul style="list-style-type: none"> • Provide all staff with the Principles of Healthy Child Development (PHCD) Training
<ul style="list-style-type: none"> • Want to improve quality of programs 	<ul style="list-style-type: none"> • Use <i>QUEST 1 and QUEST 2</i> Tools • Provide HIGH FIVE® training to staff
<ul style="list-style-type: none"> • Want to 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 HIGH FIVE® PHCD • Provide parents with <i>Reviewing Programs Together</i> Resource • Educate parents by promoting your involvement in HIGH FIVE® through your program brochure, registration confirmations, etc.

Alternatives Analysis

When developing this section, there are three options:

- 1) Implement all quadrants of the HIGH FIVE® Quality Framework (Training and Development, Program Assessments, Policies and Procedures, and Awareness)

Consider the following:

- Demonstrate how all operational needs are met by implementing all four quadrants

- 2) Implement certain quadrants of the HIGH FIVE® Quality Framework

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 four quadrants at the same time?
- What does your budget support re: # of quadrants to implement?
- Demonstrate which operational needs are met by implementing certain quadrants

3) Maintain status quo – do not implement HIGH FIVE®

Consider the impact of this decision:

- No access to fee subsidy dollars or other funding
- 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
- 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
- Training costs (e.g. training staff in *PHCD, QUEST 2, 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/Territorial 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
 - Access to fee subsidy dollars or other funding
 - Financial savings as a Registered Organization (your Authorized Provider 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.

Implementation Plan

When developing this section, insert your customized Implementation Plan:

- 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

HIGH FIVE® Case for Support



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
<ul style="list-style-type: none"> • 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 • Recognition by government as a quality assurance standard • Involvement of a growing number of Registered Organizations • 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 	<ul style="list-style-type: none"> • Lack of understanding that HIGH FIVE® is a standard developed after years of research • Requires financial resources to implement
Opportunities	Threats
<ul style="list-style-type: none"> • Growing interest in children's recreation and sport • Growing interest in recreation and sport sector re: quality assurance and children's mental health • Significant needs among groups to validate quality and further improve • 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 	<ul style="list-style-type: none"> • Growing fiscal pressures on recreation and sport • Budget cutbacks • Staff turnover

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?

1. Request an Information Package by contacting your Authorized Provider. State your name, contact information, and why you are interested in HIGH FIVE®.
2. Fill out and submit the Registration Form, Organization Profile, and Registered Organization Agreement.
3. Upon receiving an invoice from your Authorized Provider, submit your Annual Registration Fee. Please make the cheque payable to your Authorized Provider.
4. Your Authorized Provider will send you a Registered Organization Binder and certificate.

d) What programs and services does HIGH FIVE® offer within each Quality Framework quadrant?

HIGH FIVE® offers training, tools and resources within each quadrant that will assist an organization in creating and/or maintaining high quality children's sport and recreation programs. A complete list can be found on the website at www.HIGHFIVE.org.

Here are some examples:

Training and Development

- Principles of Healthy Child Development (PHCD) – for front line staff
- HIGH FIVE® Sport Training – for coaches
- Becoming a HIGH FIVE® Trainer – enables staff to become HIGH FIVE® Trainers

Program Assessment

- QUEST 1 Tool to Assess Policies and Procedures
- QUEST 2 Tool to Assess Children's Programs

Policies and Procedures

- QUEST 1 Guide to Policies and Procedures

Awareness

- Helping parents make informed choices about what is a quality sport and recreation program (Parent Rack Card)
- Program assessment tool for parents and a Child Questionnaire (*Reviewing Programs Together*)

e) 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.

f) Who is involved?

Please visit your Authorized Provider at www.HIGHFIVE.org for the most current list of all HIGH FIVE® 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
- Reviewing and updating their policies and procedures to support a healthy child development approach using the HIGH FIVE® QUEST 1