

Relevant Recreation:

A Practical Tool Kit for Applying Outcome-Based Planning to all Parks and Recreation Activities

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Relevant Recreation: Outcome-based Tool Kit

Anticipated Outcomes

- **Participants are aware of the “Relevant Recreation” resource.**
- **Participants acknowledge the potential benefits or value of using an outcome-based approach.**
- **Participants recognize opportunities for applying an outcome-based approach to their work.**

Relevant Recreation: Outcome-based Tool Kit

Definitions

- **Recreation:** includes any activities that individuals and groups pursue in their leisure time, including pursuits in the arts, culture, sports, continuing education, and fitness.

Relevant Recreation: Outcome-based Tool Kit

Overview

The purpose of the Tool Kit is to:

- To assist in the provision of relevant recreation services that contribute to healthy and sustainable people, places and spaces.
- Is a compilation of resources, tools and information created by many different organizations and individuals both in the recreation and parks field and other sectors.

Relevant Recreation: Outcome-based Tool Kit

Overview

- CPRA's production of this resource was made possible from the generous support from the Canadian National Crime Prevention Centre and done in conjunction with the **Making all Recreation Safe™** Toolkit.

Relevant Recreation: Outcome-based Tool Kit

Overview

- Is targeted, but not limited to, post-secondary students, community-based recreation organizations and municipal recreation providers.
- The Tool Kit is bilingual (French and English) and consists of a 'User Guide' and 'Tool Kit CD'.

Relevant Recreation: Outcome-based Tool Kit

Overview

Why would an 'outcome-based' tool kit be valuable to the recreation sector?

➤ **Assists recreation practitioners to:**

- plan and provide recreation services and programs that are relevant to the community's needs.
- articulate the value their recreation services and programs to the community, funders, government, etc.

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Overview

➤ **Assists recreation practitioners to:** *(con't)*

- identify and prioritize the programs and services that will best align with what is needed in the community
- align and resource the organization's work appropriately to provide relevant programs and services that will best achieve the anticipated outcomes of the organization *(e.g. staff training, work plans, budget development, etc.)*

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Overview

- **Assists recreation practitioners to:** *(con't)*
 - position, engage and collaborate with other sectors, such as education, social services and health, who currently utilize an outcome-based approach.

What is an outcome-based recreation organization?

- one which exists to create positive changes or impacts in the lives of people

- one in which all staff and volunteers understand and value the long-term vision (or outcomes) of the organization

What is an outcome-based recreation organization? *(con't)*

- one which is committed to supporting the community's efforts to contribute to its own development *(community development)*
- one where all of the organizations programs, services and functions are relevant to the community's needs and grounded in shared outcomes.

What is an outcome-based recreation organization? (*con't*)

- one where the organization is focused on WHY it does programs and services, not what or how it does them (*busy work vs. relevant work*)
- one where the organization values facilitation, partnership and capacity building in others as a way of achieving and sustaining the resources required to achieve changes (outcomes) in the community.

Relevant Recreation: Outcome-based Tool Kit

Overview

- The purpose of the Tool Kit 'User Guide'
 - Provide definitions
 - Overview of concepts
 - Provide examples and references to the tools
- The purpose of the Tool Kit 'Tools'
 - Provide examples and ideas that can be applied or modified to be more relevant to certain situations.

Relevant Recreation: Outcome-based Tool Kit

User Guide Overview

The User Guide:

- A. Key concepts and definitions
- B. Benefits vs. Outcomes
- C. How does outcome-based planning work?
- D. Determining desired outcomes
- E. The outcome planning model
- F. Outcomes as a planning tool
- G. Making your organization outcome-based

Relevant Recreation: Outcome-based Tool Kit

User Guide Overview

The Tools:

- Learning about outcomes
- Determining the desired outcomes
- Planning to achieve the desired outcomes
- Applying outcome measurements
- Using tools of the trade in an outcome approach
- Looking into advanced program planning, implementation, and review

Relevant Recreation: Outcome-based Tool Kit

User Guide Overview

User Guide:

A) Key concepts and definitions

Outcomes –

- Results, impacts or changes that stakeholders want a service, product or program to achieve.
- They can affect the participant, community, organization or other stakeholders.
- They can be both positive and negative

A) Key concepts and definitions...*con't*

Outcomes – (*con't*)

- They include:
 - New knowledge or skills
 - Changed attitudes or values
 - Modified behaviours
 - Altered status or improved conditions
- They are the reason the organization exists.
- You cannot control an outcome, only influence or support it.

A) Key concepts and definitions (*con't*)

- **Outcome Approach** – a way of thinking and planning that leads to the design and delivery of services focused on the end results stakeholders are trying to achieve. (Logic Model)
- **Outcome-based Planning** – any approach to planning that views the anticipated change, result or impact as the foundation for the program or service.

A) Key concepts and definitions (*con't*)

Inputs – the resources that a program or service uses.

These may include:

- Staff
- Equipment
- Staff & volunteer time
- Facility/space required
- Money
- Training requirements
- Transportation
- Sponsors'
- Partners

A) Key concepts and definitions (*con't*)

Strategies/Activities – the work that is done behind the scenes...your 'TO DO' list:

- Order food
- Book meeting room
- Write communication plan
- Invite the media
- Order extra garbage cans
- Make posters
- Advertise event
- Get permits

A) Key concepts and definitions (*con't*)

Outputs – the quantifiable service-units or products that a program or service creates by completing activities. These may include:

- Number of participants
- Number of participants per hour\program
- Number of partners involved
- Cost recovery ratios

A) Key concepts and definitions (*con't*)

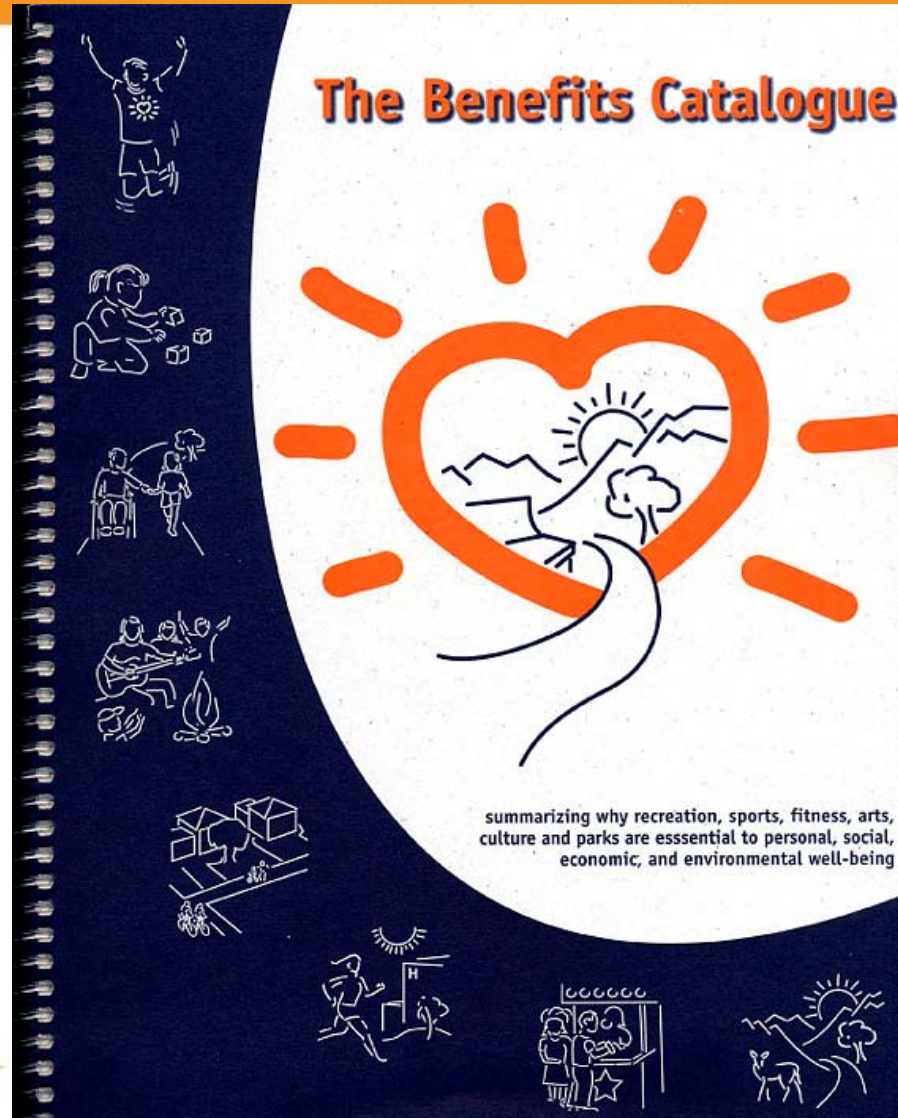
- **Success Indicators** – Measures used to gauge success in achieving a desired outcome. Indicators are specific in wording and quantifiable, beginning with “number of”, “percent of”, “ratio of”, and “incidence of”. Usually they are positive, motivational and inspiring.
- **Baselines** – an initial measurement of your chosen success indicators, which is used to provide a starting point and as a reference when evaluating success in achieving desired outcomes.

B) Benefits vs. Outcomes

- In 1997 the CPRA published “*The Benefits Catalogue*” that presents research-based benefits of parks and recreation.
- “*The Benefits Catalogue*” identified 44 benefits statements structured around 8 key marketing messages.
- 2009 Updated Benefits Catalogue launched.

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User Guide Overview



B) Benefits vs. Outcomes (*con't*)

- To 'benefit' from something is to gain something positive from it.

- Same service may result in different benefits, depending on what the participant values.

B) Benefits vs. Outcomes (*con't*)

- Outcomes describe what actually ‘comes out’ of an activity; the impact.
- Outcomes are not necessarily positive.

B) Benefits vs. Outcomes (*con't*)

Benefits

- Always positive
- Statements that reflect a belief in the value
- Must be valued by the individual or organization benefiting
(e.g. I join a yoga class to increase my flexibility)

Outcomes

- Not necessarily positive
- Statements that reflect the anticipated change in or impact of some action or strategy
- Not necessarily perceived as valuable by the individual or organization *(e.g. I join a yoga class to meet new friends and my flexibility increases)*

B) Benefits vs. Outcomes (*con't*)

Benefits

Typically categorized in the following four areas:

Personal

Social

Environmental

Economic

Benefits are value statements often supported by research. They do not reflect the degree of impact.

Outcomes

Typically categorized by the areas of impact:

Knowledge and skills

Attitudes

Conditions or status

Behaviours

Outcome statements reflect the amount or level of change/ impact that is anticipated from a particular activity.

C) How does outcome-based planning work?

- **STEP 1:** Determine your outcome objectives; identify key (social, individual, economic, environmental) outcomes you would like to contribute to or influence your programs and services.

C) How does outcome-based planning work?

STEP 2: Select and be specific about the target group(s) for the service and be specific. *(This is also about setting priorities for your services).*

- *Age*
- *Ability*
- *Ethnicity*
- *Need or interest*
- *Geography*

C) How does outcome-based planning work?

STEP 3: Design and plan your recreation programs & services.

- how do you best meet or identify the changes you want in whom (what target).
- what partners share or contribute to these outcomes too
- how will we communicate, or market the program, etc.

C) How does outcome-based planning work?

STEP 4: Identify and measure your success indicators.

➤ You need to articulate what you are measuring – should relate to your outcomes. (*The change or impact you anticipate in whom.*)

➤ You need to determine where you are starting from - identify a baseline.

C) How does outcome-based planning work?

STEP 5: Implement your plan.

- Identify and complete strategies / actions that will create the 'service' (or output) that will contribute to your anticipated outcomes.

C) How does outcome-based planning work?

STEP 6: Evaluate your achievements.

➤ Look at the change or difference in your initial assessment (baseline). Measure the change or impact that was realized.

- *Example - Evaluation form; 'Pre' and 'Post' program evaluations*

D) Determining desired outcomes

What are outcome statements:

- are explicit statements that define the level of outcome you are targeting
- do not need to be perfect to be effective
- written as though they have been achieved
- positive, affirmative statements about the anticipated impact

D) Determining desired outcomes...*con't*

Levels of outcomes:

- **Service Level** – (Short Term) – focused on the specific program or service. (*E.g. Participants increase their flexibility*)
- **Organization Level** – (*Intermediate-term*) – focused on the organization's anticipated achievements. (*E.g. The City of Unaware is recognized as a leader in the provision of yoga classes.*)

D) Determining desired outcomes...*con't*

Levels of outcomes:

➤ **Community Level** – (*Long Term*) – focused on outcomes that may take years to achieve. (*Family health care visits and decreased by 20%.*)

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User Guide Overview

D) Determining desired outcomes...*con't*

Outcome	Short-term	Intermediate	Long-term
Scope	Recreation Service	Organizational / Department	Community / Organizational
Degree of Influence	More		Less

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User Guide Overview

Outcome type (change in what)	Participant Outcomes	Stakeholder Outcomes
Knowledge	learns proper posture	Family learns proper posture
Skills	uses proper stretching techniques	Friends learn new stretching techniques
Attitude / Values	Realizes the importance of physical activity	Their children value the importance of physical activity
Improved conditions	Decrease in back pain	Family health care visits decrease by 20%
Changed behaviour	Makes time to attend yoga classes regularly	Merchant realizes increased yoga clothing sales

D) Determining desired outcomes *(con't)*

- **Remember** that different participants, stakeholders may experience different outcomes based on what they value.

D) Determining desired outcomes (*con't*)

➤ Asking Why...(and what)

- *Why is that important*
- *Why is it relevant*
- *Why hasn't something been done before*
- *What would happen if we don't do something*

D) Determining desired outcomes *(con't)*

➤ A few thoughts about writing outcome statements:

- are explicit statements that define the level of outcome you are targeting
- do not need to be perfect to be effective
- written as though they have been achieved
- positive, affirmative statements about the anticipated impact


D) Determining desired outcomes (*con't*)

➤ A few thoughts about writing outcome statements:

- identify one or two long-term outcomes, but focus on the short-term / intermediate-term outcomes. You have more influence over achieving them and they are easier to measure.
- Don't make writing outcomes replace the good work you do right now!

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User Guide Overview




Life-long Learning Begins with Child's Play

*Supporting the healthy development of children
in recreation and sport.*

Mission Statement
The HIGH FIVE program is a process committed to assisting children along the path of healthy development through developing and maintaining a high level of knowledge and expertise in child development among recreation and sport practitioners, assisting parents with making informed choices, and providing practitioners with the tools for enhancing and maintaining a high level of quality.

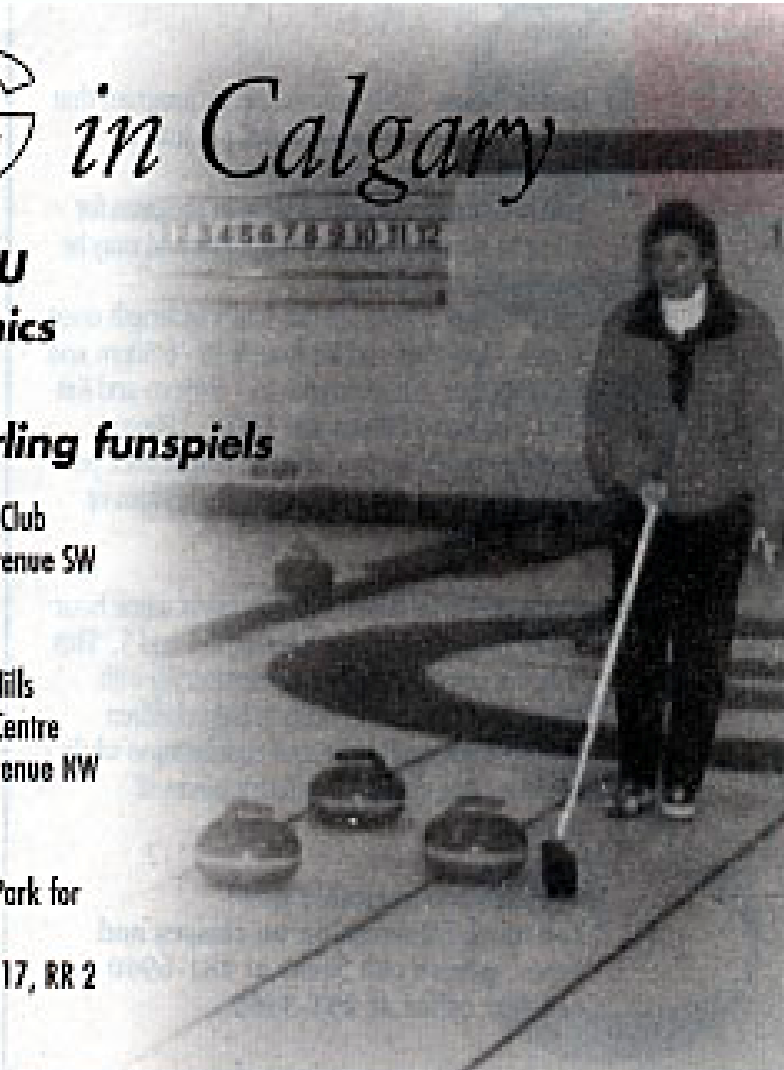
For more information call HIGH FIVE at (416) 426-7142
e-mail: highfive@proutario.org
Web site: www.proutario.org

Ontario
A Program of Parks
and Recreation
Ontario



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User Guide Overview



CURLING *in Calgary*

CONTACT A CURLING CLUB NEAR YOU

- *Junior & Adult Learn to Curl Clinics*
- *League Play*
- *Book now for your company curling funspiels*

Calgary Winter Club 4611 – 14 St. NW 289-5511	Family Leisure Centre 11150 Bonaventure Dr SE 278-7542	The Glensoe Club 636 – 29 Avenue SW 287-4123
North Hill Community Curling Club 1201 – 2 Street NW 277-3158	Inglewood Golf & Curling Club 34 Ave & Barlow Tr. SE 272-9709	Huntington Hills Community Centre 520 – 78 Avenue NW 275-6666
Calgary Curling Club 720 – 3 Street NW 283-8381	Chestermere Regional Recreation Centre 201 West Chestermere Dr 272-7170	Springbank Park for All Seasons Box 49, Site 17, RR 2 242-2223

E) Outcome planning model (*logic model*)

- Outcomes
- Outputs
- Inputs (resources)
- Activities/ Strategies
- Measurement/ Indicators

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User Guide Overview

E) Outcome planning model (*logic model*) Tool C5

Basic outcome-based program planning model

PROGRAM/EVENT:		TARGET AUDIENCE:		DESIRED OUTCOMES:	
INPUTS/RESOURCES REQUIRED	ACTIVITIES/ STRATEGIES	OUTPUTS	OUTCOMES	SUCCESS INDICA- TORS/EVALUATION	

TOOL D5 – Example of a measurement tool

Circle What You Did ...

CIRCLE WHAT YOU DID AT THE PLAYGROUND THIS SUMMER ...

LEARNED A
NEW SKILL

Made friends

Had fun

Laughed

Became a friend
of the environment

Tried something new

Felt proud

Felt safe

E) Outcome planning model (*logic model*)

Splash and Ripple – a metaphor

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User Guide Overview

Test yourself – Tool A7

F) Outcomes as a planning tool

- Can be used when planning for:
 - Programs & services
 - Issue identification and resolution
 - Communications
 - Partnerships
 - Grant applications
 - Government advocacy / lobbying

G) Making your organization outcome-based

➤ Consider applying outcome-based thinking to the following organizational functions:

- Job descriptions & Staff evaluations
- Meeting agendas – **Tool E8**
- Marketing materials / Branding – **Tool E3**
- Business planning & Budget prioritization
- Committee Terms of Reference – **Tool E7**

G) Making your organization outcome-based

- The secret is to continue to make the mindset shift from **WHAT** to **WHY**.

Old Mindset	Outcome-based Mindset
We need to restrict youth from the area to reduce vandalism.	What can be done to encourage youth in the area to engage in positive behaviours?
This is our problem	Who else is being impacted by this issue who could benefit from a successful resolution; what could they contribute?

G) Making your organization outcome-based

- Identify opportunities to integrate outcomes into your everyday work; do what makes sense to you.

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User Guide
Overview

Start with the End in Mind
Stephen Covey

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User Guide Overview

The Tools: 152 pages of tools and completed examples.

- Learning about outcomes
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Final Outcome

CPRA is:

- Making the tool kit available www.cpra.ca
- Exploring the opportunity to create ambassadors/trainers to provide additional support in the use of the tool kit
- Encouraging you to share, modify and comment on the tools, so that we can continue to improve and share practices that work for you.

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Achieved
Outcomes?

- **Participants are aware of the “Relevant Recreation” resource.**
- **Participants acknowledge the potential benefits or value of using an outcome-based approach.**
- **Participants recognize opportunities for applying an outcome-based approach to their work.**

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Thank you!



This document is complimentary and is provided from the National Recreation Database by the [Lifestyle Information Network \(LIN\) www.lin.ca](http://www.lin.ca)

