



# Program Planning Guide

# Table of Contents

## *Planning Overview*

- Planning-What, Why, Community Development Approach-pg. 3-8

## *Community Engagement & Research*

- Community Organization Input/Opinion- Letter & Questionnaire-pg. 10-12
- Techniques-Public Engagement-pg. 13
- Self-Exam Questionnaire- How Does Our Organization Operate-pg. 14-15
- Community Organization and Program Inventory-pg. 16-19
- Community People Profile-pg. 20-22
- Community Asset Mapping-pg. 23-28

## *Building the Foundation*

- Organization Mission-pg. 30
- Organization Vision-pg. 31
- Outcome(s) - THE WHY- pg. 32-33
- Supporting Goal(s) -THE HOW-pg. 34

## *Program Operational Plan*

- Program Activity Worksheet-pg. 36
- Community Research Summary-pg. 37
- Evaluation Plan-pg. 38-41
- Program Resources-pg. 42
- Promotions and Advertising-pg. 43-47
- Financial-pg. 48-50
- Risks/ Safety Issues/Program Alternate Plans-pg. 51
- Volunteer Management-pg. 52-55

## *Specific Program Tasks/ Actions*

- Task Listing-pg. 57-59

## *Learn (Evaluate), Celebrate and Share*

- Program Follow-Up-pg. 61-65

## *Framework for Recreation in Canada-pg. 66*

## **PLANNING OVERVIEW**

### **WHAT IS PLANNING?**

Definition of “Planning” – the act or process towards achieving or doing something (Merriam Webster)

Planning is an organizations process of defining a strategy, or direction, and making decisions on allocating its resources to pursue this strategy. A plan is like a road map, as you follow it, your organization can always see the progress towards the desired outcomes and goals.

### **WHY IS PLANNING IMPORTANT?**

Operating without a plan, in most cases, leads to doing things “just because that is how it has always been done”. Maintaining the status quo from the past is not prudent, or efficient.

A plan will also assist organizations in identifying potential problems or pitfalls. When this occurs it is much easier and efficient to adjust your plan to smother a coming crisis, than to try and deal with it in an unexpected fashion.

Organizations who take the time to plan are viewed as successful, thoughtful, efficient, and in many cases a winner (because of planning). When it comes to attracting volunteers or staff to your group, it is no secret that people desire to be part of or associated with a “Winner”. Good solid plans equal success and winning.

The majority of financial grant applications request a copy of the organizations plan, including Vision and Mission and Outcomes/Goals. Having a plan in place can mean success in securing financial resources

### **WHAT DOES PLANNING INCLUDE?**

Planning does not have to be a complicated process but it has long been realized that getting the planning cycle started can be an overwhelming task for organizations. A good idea is to secure the services of a facilitator or an experienced person who can provide leadership to your group during the planning sessions.

Of great importance throughout all components of the planning process is comparing your organizations foundations/beliefs/philosophy against any planning statements adopted during the process. At all times the organizations plans should be aligned with and remain true to the groups basic beliefs. This will ensure that not only are you doing things right but you are actually doing the right things

The planning cycle does not end once initially established. To be effective the plan must be utilized and referred to at all times as the organization’s program guide, or map, towards achieving the outcomes and ultimately realizing the group’s Vision. Most organizations will set aside time on an annual basis to update planning documents.

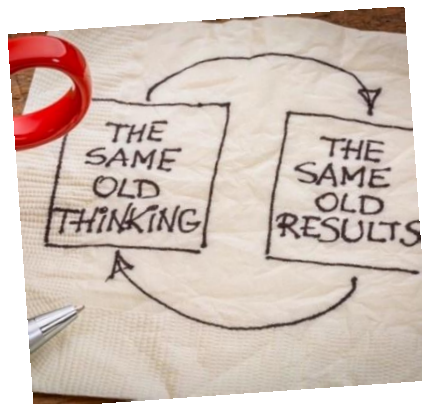
## WHAT IS THE COMMUNITY DEVELOPMENT PLANNING APPROACH

Over time, our communities have become highly organized with numerous organizations all passionately working hard to deliver services they believe are necessary to the people of the community. Our community organizations often work independently of one another with minimal or no communication/ co-operation with other groups, which often leads to programs that may not be successful.

In each of the communities that we reside, local organizations are facing many challenges including:

- Shifting/changing or depleted populations
- Aging infrastructure(facilities)in need of repair/replace
- Lack of resources including finances, volunteers , participants

These issues make it a necessity to look for answers not only within, but outside of our organizations. No longer can we afford to operate in our own “silos”, and expect to be able to deliver programs and services efficiently. The answer to the future for organizations lies in the community as a whole; and rather than dwelling on what we do not have, or what we cannot do, or what is not going right for our organizations, we focus on the positive aspects of our organizations and communities, and plan according to our strengths and what resources we have available in the community. The power to do this lies within each and every organization and community; Together we ARE stronger. The choice is yours.....



- Do we continue
  - DELIVERING OUR OLD PROGRAMS THE SAME WAY, SIMPLY BECAUSE THAT IS THE WAY IT HAS ALWAYS BEEN DONE?
  - TO ORGANIZE OUR PROGRAMS INDEPENDANTLY WITHOUT CONSULTATION, CONSIDERATION OR CO-OPERATION WITH OTHERS IN THE COMMUNITY AND WONDER WHY OUR EVENTS MAY NOT BE AS SUCCESSFUL AS DESIRED?

OR


- Shall we acknowledge
  - CHANGE IS HERE, AND OUR COMMUNITY AND ORGANIZATION WELLBEING HINGES ON HOW WE MANAGE THIS CHANGE
  - REACHING OUT TO THE COMMUNITY TO FIND SOLUTIONS FOR DELIVERING PROGRAMS THAT ARE REALLY NEEDED, IN AN EFFICIENT MANNER, JUST MAY BETTER ASSIST US IN DELIVERING SUCCESSFUL PROGRAMS



## Community Development Approach

Recognizing that your organization is a smaller part of a much larger group....the group being **your community**

WE ARE A  
Community


TC Consulting 

## Community Development Approach

Taking time for engaging other community groups/individuals and researching the **strengths & assets** in the community

Building on **what can be accomplished** utilizing community resources  
(as opposed to dwelling on **what we cannot do**- the negatives)




TC Consulting 

## Community Development Approach

TOGETHER IS BETTER-this is how our communities were settled , over time we have all built organizational walls and boundaries....time to return to what made us strong to begin with.



TC Consulting 

### STEP 1-Community Engagement & Research

Involve others from within and outside your organization to ensure diverse and potential new ideas and opinions

Identify existing or new resources in the community (people-talent-finances-facilities etc.)

Self Examination-what, why and how does your group operate

### STEP 2- Building the Foundation

Development of Vision, Mission, Outcomes, Supporting Goals

### STEP 3- Program Operational Plan

Event Activities/Details  
Community Research  
Summary  
a. How Does OUR Organization Operate  
b. Community Organization Program Inventory  
c. Community People Profile  
d. Community Asset Map

Evaluation Plan  
Resources Required  
Promotions/Advertising  
Financial Budget  
Potential Risks Safety Issues  
ID Plan B? Plan C?  
Volunteer Management



### STEP 4- Establish Specific Program Tasks/ Actions

Program Task Listing

“operationalizing” the plan-the nitty gritty of who-what-when-where with timelines

***GETTING IT DONE***

### STEP 5-Learn(evaluate) Celebrate and Share

Program Follow Up  
Evaluation Process & Review  
Program Management Review  
Share Stories & Celebrate

*People are inspired and energized by achievements*

# Are you “PROGRAM READY”?

## **To be Program READY you need to:**

Have the commitment and support of governing councils , staff , volunteers , and your community

Identify ISSUES that you need to address in your community

Identify that indeed the issues YOU think need to be addressed are actually issues

Examine your organization and what ,why and how you operate

Engage and Research your Community for assets , potential resources and partnerships

Take the time to build your organizational FOUNDATION for all you do:  
Mission, Vision , Desired Outcomes, Supporting Goals

Complete a detailed Operational Plan to address all details of the proposed Event





# **STEP 1**

## **Community Engagement & Research**

## **Community Organization Input and Opinion Cover Letter & Questionnaire**

\_\_\_\_\_ (your organization name)

Needs your ORGANIZATION's INPUT and OPINIONS

The local \_\_\_\_\_ (your organization) are in the process of looking at their organization and the work they perform and how they perform that work in our community. With limited resources-our group want to make sure we are not just DOING THINGS RIGHT.....BUT ACTUALLY DOING THE RIGHT THINGS. In performing the review of our own organization- we are using the "community development" process- which is based upon involving and consulting with people and agencies outside of our own group to provide a diverse assessment, as well as ideas.

This is why we NEED YOUR INPUT AND OPINIONS; we are inviting other organizations who deal with programs and services to "weigh in" with what your group actually does; what resources you have; and possibly how we can better work together for the betterment of our programs and the community.

This step our group is going through is the COMMUNITY ENGAGEMENT. A process of inviting and asking you to share what you do and obtain your opinions towards igniting new ideas for programs and services, as well as potential co-operation in \_\_\_\_\_ (community name).

The \_\_\_\_\_ (your organizations) ask that you please complete the following info sheet and return it to \_\_\_\_\_ (your organization rep) \_\_\_\_\_ (email-PO Box-Fax-other) no later than \_\_\_\_\_ (date). This should take approx. 15 minutes of your time and is appreciated very much.

**(All information gathered is for the use of \_\_\_\_\_ (your organization) only-towards bettering the services for our community- and is not intended for any other use)**

**Community Organization Input and Opinion Questionnaire**

(Please Print & Answer in Point Form)

NAME OF GROUP/ORGANIZATION:

WHAT IS THE PURPOSE OF YOUR ORGANIZATION?

WHAT PROGRAMS-SERVICES DO YOU OFFER?

DO YOU HAVE A SPECIFIC TARGET GROUP (e.g. age group/gender) OF PEOPLE YOU SERVE?  
(if so-please indicate)

WHAT DO YOU CONSIDER TO BE THE GREATEST STRENGTHS OF YOUR ORGANIZATION?

WHAT DO YOU CONSIDER TO BE THE GREATEST CHALLENGES (issues/problems) YOUR ORGANIZATION  
FACES?

WHAT RESOURCES MAY YOUR ORGANIZATION HAVE THAT COULD POSSIBLY, THROUGH CO-OPERATION  
AND/OR PARTNERSHIPS, BE SHARED WITH OTHER GROUPS WHO ORGANIZE PROGRAMS IN OUR  
COMMUNITY? (facilities, trained leaders, existing communication formats etc. etc.)

IN YOUR OPINION-WHAT ARE THE MAJOR DIFFICULTIES/CHALLENGES OUR COMMUNITY FACES?

IN YOUR OPINION-WHAT ARE THE MAJOR STRENGTHS/POSITIVE ASPECTS OF OUR COMMUNITY?

IN YOUR OPIONION- WHAT WOULD MAKE OUR COMMUNITY A BETTER PLACE TO BE?

ARE YOU AWARE OF \_\_\_\_\_ (our organization)?

DO YOU KNOW WHAT THE PURPOSE OF \_\_\_\_\_ (our organizations) IS?

OTHER COMMENTS YOU HAVE ABOUT OUR COMMUNITY/ORGANIZATIONS OR PROGRAMS IN GENERAL? (FEEL FREE TO OPEN UP)

Thank you so much for your input towards bettering our community

## **Techniques for Involving the Public in the Planning Process**

Observation	Written or Online Survey or Questionnaire
Personal Interviews/Joint Meetings	Focus Group Session
Vote or Referendum	Call for Ideas
Study Team or Advisory Committee	Media Involvement
Comment Card/ Suggestion Box	Public Town Hall Gathering/Open House
Social Media	Community Forums/ Conferences

## **STRATEGIES FOR ENCOURAGING COMMUNITY INVOLVEMENT**

There are no short cuts in community engagement, and getting to know what people value , need and want ; takes time and effort , but pays off when it comes to effective planning

**BUILDING RELATIONSHIPS** and learning what people value and need; all too often we only focus on what we can provide, without actually asking and addressing what our citizens need

**NOTIFICATION** Invite & Involve people from the community and how they can get involved

**GET COMMUNITY INPUT** Make the effort to get opinions, feedback, and recommendations

**BUILD CONSENSUS AND TRUST** Address concerns, clarify views, and work to reach consensus on direction and action

**IS HONEST AND SINCERE** if you aren't sincere about acting on the feedback you will get from the community, don't bother asking for it. If you gather input and don't act on it, you risk damaging your credibility and public cynicism will likely increase

**GET TO KNOW THE PARTICIPANTS** Spend time getting to know your community as well as the participants who will be involved in your planning initiative Get to know their values, their leadership abilities etc.

**QUALITY FACILITATION/ QUALIFIED STAFF** (if available) Successful community involvement may require the availability of experienced facilitators /staff. A good facilitator/staff will work with a "toolkit" of facilitative techniques to design the process best suited to your particular situation and serve in a resource capacity to volunteers groups (look to the community for potential help with facilitation-Teacher, Administrators, Business Leaders etc.)

**EDUCATE** don't assume that members of the general public understand the theory and mechanics of planning. Take the time to educate and train those will be involved

**COMMUNICATE** Share knowledge and information as it becomes available - with the public, community groups, strategic allies (e.g. education, social services, health etc.)

## **Self-Examination Questionnaire-How Does Our Organization Operate?**

Organization Name: \_\_\_\_\_

Community Name: \_\_\_\_\_

1. A vision statement describes a heartfelt/inspirational description of your organization achieving its mission. Does your organization have an overall written vision?

\_\_\_\_Yes      \_\_\_\_No

If yes, please write it here:

2. A mission statement is used to explain why the organization exists – purpose. Does your organization have an overall written mission? \_\_\_\_Yes      \_\_\_\_No

If yes, please write it here. If no, please write why you think your organization exists.

3. How do you decide what programs to run and how are priorities for programs in the organization decided upon?

4. How do you presently plan for programs - list all you do to:

a) prepare for a program?

b) run the program?

c) follow up or after program?

5. How to you presently engage/involve the members of your organization?

6. Does your organization presently try to engage/involve citizens (outside your organization) of your community? If yes, what ways do you use to do this?

7. Does your organization have a volunteer recruitment, training and recognition program to manage volunteers who assist?

8. Do you co-operate or partner on programs? \_\_\_\_yes \_\_\_\_no  
If yes, with who and how.

Program	Co-operate with Who	How
---------	---------------------	-----

---

9. What are the top three strengths/positive things about your organization in your community?

- 1)
- 2)
- 3)

10. What are the top three challenges/difficulties for your organization in your community?

- 1)
- 2)
- 3)

11. Has your community changed significantly over the past 5 – 10 years? If so, how?

12. Keeping in mind that there is no right or wrong answer. Everyone's point of view is meaningful and valuable! What will success look like for our organization and/or our community?

### **Community Organization and Program Inventory**

Please use the back of this sheet if you need more space

Organization Name: \_\_\_\_\_

Community Name: \_\_\_\_\_

a) Provide a list of all Community Organizations in your Community and surrounding area.

\* Note – Indicate in listing if group is non-profit/private sector/public sector

Organization Name	✓ Non- Profit	✓ Private Sector	✓ Public Sector	Contact Person & Organization Type (sport/culture/rec/other)



b) Provide a list of all Programs/Services that YOUR ORGANIZATION Delivers in the community

<u>Program/Service Name</u>	<u>List Program type:</u> Sport/Culture/Rec/Other  <u>List Program Target Group:</u> Youth/Adult/Sr./Other	<u>Date/Month of Program</u>

c) Provide a list of all Programs/Services that are delivered in your community and surrounding area by other organizations.

<u>Program/Service Name</u>	<u>Community &amp; Sponsoring Group &amp; Dates of Program</u>	<u>List Program type:</u> Sport,Culture,Rec,Other <u>Program Target Group:</u> Youth,Adult,Sr,Other





## **Community People Profile**

Gathering information about the populations in our communities and surrounding areas that access services in your community helps to give our organizations a close up look at specific numbers and breakdowns of people- which can assist when making decisions for the types of programs to offer

What populations should be included in your People Profile?

- Your home urban community
- Surrounding urban communities that utilize the services in your community
- Surrounding rural area populations that use your community for services
- Surrounding First Nations populations that use your community for services
- Special Populations-including New Canadians who have immigrated to Canada and our community

The methods for collection of information may include:

- Review of related internet websites-Village, Town, R.M. First Nation
- Review of statistical internet websites (i.e. Sask. Health, Stats Canada)  
Note: To access age group breakdowns for urban, rural, first nations – access online to Saks Health Covered Population Reports [at www.health.gov.sk.ca/coveredpopulations](http://www.health.gov.sk.ca/coveredpopulations)
- Local community contact interviews
- Contact Sport, Culture and Recreation District Reps and SPRA Fields Consultants for the respective areas as they often have community stats

**Community-Urban** - Include your home urban community as well as surrounding urban communities that utilize the services in your community

Your Community Name: \_\_\_\_\_ Population: \_\_\_\_\_

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

Surrounding Urban Community Name: \_\_\_\_\_ Population: \_\_\_\_\_

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

Surrounding Urban Community Name: \_\_\_\_\_ Population: \_\_\_\_\_

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

**Surrounding Rural Municipalities** - Include surrounding rural area populations that use your community for services

R.M. Name: \_\_\_\_\_ # \_\_\_\_\_ Population: \_\_\_\_\_

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

R.M. Name: \_\_\_\_\_ # \_\_\_\_\_ Population: \_\_\_\_\_

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

R.M. Name: \_\_\_\_\_ # \_\_\_\_\_ Population: \_\_\_\_\_

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

**Surrounding First Nations** - Include surrounding First Nations populations that use your community for services

First Nations Name \_\_\_\_\_ Population: \_\_\_\_\_ Linguistic Group \_\_\_\_\_

Linguistic Group Refers to: Cree, Dakota, Dene (Chipewyan), Nakota (Assiniboine), Salteaux.

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

First Nations Name \_\_\_\_\_ Population: \_\_\_\_\_ Linguistic Group \_\_\_\_\_

Linguistic Group Refers to: Cree, Dakota, Dene (Chipewyan), Nakota (Assiniboine), Salteaux.

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

First Nations Name \_\_\_\_\_ Population: \_\_\_\_\_ Linguistic Group \_\_\_\_\_

Linguistic Group Refers to: Cree, Dakota, Dene (Chipewyan), Nakota (Assiniboine), Salteaux.

Age Categories	0-19	20-54	55-74	75+
Males				
Females				
<b>Totals</b>				

**Summary**

Community/RM/First Nation	0-19		20-54		55-74		75+	
	M	F	M	F	M	F	M	F
Totals								

**Special Populations**

Note below details of New Canadians who may reside in your community and/or surrounding Area. Include numbers, where they have immigrated from, and their workplaces.

---

---

---

---

---

---

---

## Community Asset Mapping

Putting your heads together as an organization to begin identifying and mapping the assets of the community sounds like an overwhelming task. It really is brainstorming about something you all know about to begin with-your community! Rather than listing all the problems and then coming up with solutions, community organizations, through asset mapping, will focus on the unique strengths and hidden values and try to utilize, and build from what's already there.

**In short... "asset mapping," is identifying the strengths and resources that already exist within a community and how they may be connected and utilized by your organization(s).**

Mapping takes into account all the assets that are part of people's view of their immediate community as well as the surrounding rural areas. It is a way to assess all the community assets Including:

- Skills and talents of local residents
- Power and the work of local associations
- Resources of public, private and non-profit institutions
- Physical infrastructure and space in a community including built and natural facilities
- Economic resources
- Local history and culture of the community and area

Use some of the information you have already gathered from organizations and programs in your community and add to it.

Although this does take some time and brainpower, it can provide a complete map of the community and its support system, which will help (*by looking at the bigger community picture*) in the decisions and planning your organization undertakes.

Using the following COMMUNITY ASSET MAP GUIDE-start mapping all the strengths and assets that we know exist, in and around your community.



***To use a well-known phrase....“YOUR COMMUNITY IS RICHER THAN YOU THINK!”***

## COMMUNITY ASSET MAPPING GUIDE

Post the attached pages on the wall or on your meeting table and in no particular order start thinking and listing all the great assets you have!

Community: \_\_\_\_\_

### **Individual Assets**

List Strength/Power/Talent

### **Physical Assets-Facilities-Natural and Built**

List Places/Spaces &Features



Local Economy/Businesses

Institutions-Assets

Community & Non-Profit Assets

Cultural/Historical Feature Assets

OTHER Assets

OTHER Assets

## COMMUNITY ASSET MAPPING GUIDE-EXAMPLES

### Community & Non-Profit Assets

### Local Economy/Business

Animal Care Groups  
Anti-Crime Groups  
Book Clubs  
Comm Event Groups  
Business Organizations  
Charitable Groups  
Cultural Groups  
Disability/Special Needs Groups  
Education Groups

Environment Groups  
Family Support Groups  
Farm Organizations  
Fraternal Organizations  
Health Groups  
Heritage Groups  
Fitness Groups  
Mens /Womens Groups  
Mentoring Group

Neighbourhood Groups  
Political Organizations  
Mutual Support Groups  
Recreation Groups  
Service Clubs  
Veterans Groups  
Youth Groups  
Union Groups

For Profit Business  
Merchants  
Chamber of Commerce  
Bans  
Credit Unions  
Foundations  
Corporations/Branches

### Physical Assets-Facilities-Natural and Built

Arenas  
Agricultural Areas  
Bike Paths  
Bird Watching Areas  
Boat Launches  
Campsites  
Equestrian Areas  
Fishing Areas  
Forest areas  
Gardens  
Housing

Lakes/Rivers  
Marshes  
Nature Habitats/Trails  
Outdoor Parks-Open Spaces  
Parks  
Picnic Areas  
Playgrounds  
Roads  
Swimming Pools  
Toboggan Hills  
Ski Areas

Walking Paths  
Viewing Sites  
Wildlife Centres  
Visitor Centres  
Sport Facilities  
Cultural Facilities  
Vacant Lands  
Zoos/Farms

### Institutions

Schools/Colleges  
Fire Departments  
Foundations  
Health Care Facilities  
Libraries  
Media  
Museums  
Police Departments  
Social Services  
Urban and Rural Municipalities  
First Nations  
Religious/Church Organizations

### Individual

Gifts, Skills, Special Knowledge, Traits.....  
Activists  
Artists  
Entrepreneurs  
Older Adults  
Parents  
People with Disabilities  
New Citizens  
Students  
Sport Heroes  
Cultural Heroes  
Veterans

### Cultural /Historical

Arts Centres  
Ethnic Clubs/Organizations  
Historical Lands  
Historical Displays  
Cultural Events  
Special Community Events/Festivals



## **STEP 2**

# **Building the Foundation**

## **Organization Mission**

Mission is a simple statement which tells everyone WHAT YOU DO or -YOUR PURPOSE as an organization

(5 steps to Mission)

WHO ARE YOU:

WHAT DO YOU DO:

WHO DO YOU DO IT FOR:

WHAT DO THESE PEOPLE WANT-NEED:

HOW DO THESE PEOPLE OR THEIR SITUATIONS CHANGE:

### **MISSION STATEMENT**

(combine above answers into simple sentence):

---

---

---

---

## **Organization Vision**

The Vision of the organization can be described as “the desired end state” or the statement that provides a heartfelt/inspirational description of the long term results of your organization achieving its mission. Picture Success, what will success look like for our organization Our Dream...Our Vision

If your organization performs and achieves the stated mission perfectly, what would your world (from the point of view of the organization) look like?

Start by stating single words or phrases that describe your dream or vision and then write them into a sentence. Strive for simplicity & clarity

Vision Words-Phrases:

VISION STATEMENT (combine above phrases into simple statement)

---

---

---

---

## Outcome(s) - THE WHY

### Outcomes are Statements that address:

- WHY we do what we do, and are the Desired “end results” and the impact of your event. (I.e. increase or improved knowledge, awareness, skills, motivation, attitudes, efficiency, economic–social-health fitness conditions)
- Conditions you want to create for individuals and the community-what are the benefits/results/impact of your program/event
- Broad statements of condition that we can ONLY INFLUENCE..... (We cannot directly control an outcome)



### Key Characteristics of Outcomes:

- pertain to /address a community issue
- indicate an IMPACT/RESULT/CHANGE-specifies the expected direction and amount of change
- performance based (what change –in whom- by when)



## Steps to Establish Your Event/Program Outcome(s)

1. What are issues that need to be addressed in our community?

---

---

---

2. How do you know that these are in fact community issues?( Focus Groups/Surveys/Previous Evaluations/Community Planning/Statistics/Observations)

---

---

---

3. What do you hope will change/improve or be different in the community/what IMPACT will you see as a result of your organization's event/program?

---

---

---

4. Who do you wish the change to affect?

---

---

---

5. How much of a change? , What direction?(increase/decrease)

---

---

---

Desired Outcome(s) (combine answers from #3, #4, and #5 to develop statement)

---

---

---

---

### **Supporting Goal(s) -THE HOW (this is where you decide what your event will be)**

Supporting Goals are statements of:

How the organization will achieve the outcomes, you know what you wish to IMPACT/CHANGE, HOW do you wish to change it?

There may be a number of supporting goals listed each goal should relate to and have a direct effect towards realizing the Outcome(s)

Goals should be simplistically written and clearly define what you are going to do

1. Brainstorm Ideas of Specific Event(s) for your community that will Help you Achieve your Outcome(s)

Things to think about as you decide upon your event:

- What makes you unique and sets you apart from other communities and organizations-this is special-build on it
- What are your strong points-what do you do well
- What challenges/difficulties might be faced
- Will the community support this event
- It is ok to dream big, but add a dash of realistic

Supporting Goal(s) List Your Event(s)

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



## **STEP 3**

# **Program Operational Plan**

## **Program Worksheet**

Program Name:

Date/Time:

Location:

Program Activity Detailed Description:



## **Community Research Summary**

ID Potential Program Partners/Co-operation (Use Asset Map) &List:

---

---

ID Community Resources that could be  
utilized for your Program (Use Asset Map) & List:

---

---

Examine/Identify for duplication of services (are you duplicating a program that is already offered):

---

---

Examine Community, Area, Province, World to determine Program Date(s) and Timing to achieve  
optimum participation and avoid conflicts (set date/time/location):

---

Who is Your Program Target Group?

Male/female/both:

---

Age group(s):

---

Other (special interest group):

---

Percentage % or Number #'s of target group in community (and surrounding communities) People  
Profile:

---

---

Where is your target group located( First Nation Community/ Rural/Urban  
area):

---

---

What did you learn from the Community Scan that will assist you in planning your event (Community  
Asset Map, Community Organization& Program Inventory, Community Population Review):

---

---

---

Other Comments/Observations:

## Evaluation Plan

Program Success Indicators-Have we succeeded?

- How do we know if we have successfully achieved the Outcomes our organization has established?
- Statements for monitoring the extent to which participants experience the benefits OR the desired changes ; THE OUTCOMES , as a result of your program
- A good Success Indicator:
  - directly relate to the outcome (if the indicator is changing the outcome is being affected)
- QUANTITY INDICATORS
  - may be quantifiable (i.e.-begin with “number of”, “percent of” , “incidence of”)
- QUALITY INDICATORS
  - may be of a nature, whereby we would be examining “are we making a difference”, or headway towards outcomes
  - be specific in wording and be positive when possible (motivational-inspiring)
  - relate to something that we have a chance to change over the course of time

Program: \_\_\_\_\_

### Success Indicators

Statements to measure /determine if we have achieved our desired outcome(s)

QUANTITY INDICATORS

---

---

---

QUALITY INDICATORS

---

---

---

## Program Evaluation Methods

Organizers need to decide, list and develop the methods they will use to gather information to evaluate the Program and measure its success/decide how you will obtain program feedback to measure against the success indicators. Also to be determined is who shall do this and when.

### Evaluation Info Gathering Methods

- call for brief submissions
- case studies
- comment cards
- community forums/ focus groups/open house following event
- interview participants
- observation by organizers
- photos
- populations indicator levels
- organizers reflection
- program records(#’s, age, gender)
- public hearing
- questionnaires/surveys
- social media
- storytelling
- testimonials of participants
- other



Evaluation Gathering Example

PROGRAM NAME : \_\_\_\_\_

***CIRCLE WHAT YOU DID AND HOW YOU FELT AT  
REGARDING THIS EVENT***

LEARNED A NEW SKILL

MADE FRIENDS

LAUGHED

GAINED APPRECIATION

FELT SAFE

FEEL EMPOWERED

HAD FUN

TRIED SOMETHING NEW

FELT PROUD

ENERGIZED & EXCITED

\_\_\_\_\_  
(Your Words)

INCREASED KNOWLEDGE

BECAME AWARE OF ISSUES

FOUND OUT I CARE

AM PASSIONATE ABOUT THIS

\_\_\_\_\_  
(Your Words)

WANT TO LEARN MORE

NOT WHAT I EXPECTED

\_\_\_\_\_  
(Your Words)



## Program Evaluation Methods

List the methods that organizers will use to gather information to evaluate the program and measure its success/decide how you will obtain program feedback to measure against the success indicators

Methods: (e.g. Participant question forms, Interviews-Verbal, Tracking numbers, ages, gender, other)

- 
- 
- 
- 
- 
- 
- 
- 
- 
- 

When will feedback evaluation info be gathered?

Who will gather and compile evaluation feedback:

## Program Resources Required

Event: \_\_\_\_\_

1.

Facilities: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Instructors/Staff

(Training/Orientation): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Volunteers(Training/Orientation):

\_\_\_\_\_  
\_\_\_\_\_

4. Materials/Program

Supplies/Equipment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Promotions&Advertising

\_\_\_\_\_  
\_\_\_\_\_

6. FinancialRequest/Grants:

\_\_\_\_\_  
\_\_\_\_\_

7. Security/Safety:

\_\_\_\_\_  
\_\_\_\_\_

8. Insurance

\_\_\_\_\_  
\_\_\_\_\_

9. Permits/Licenses

\_\_\_\_\_  
\_\_\_\_\_

10. Other?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Promotions and Advertising Plan

1. Determine your Promo and Advertising priorities (WHY are you Promoting)
2. Clarify your outcomes, target group, and key messages
3. Your Promo and Advertising “voice” and “look and feel”
4. Select, develop and implement Promotions and advertising tools
5. Complete Promo and Ad Work plan

Name of the Event: \_\_\_\_\_

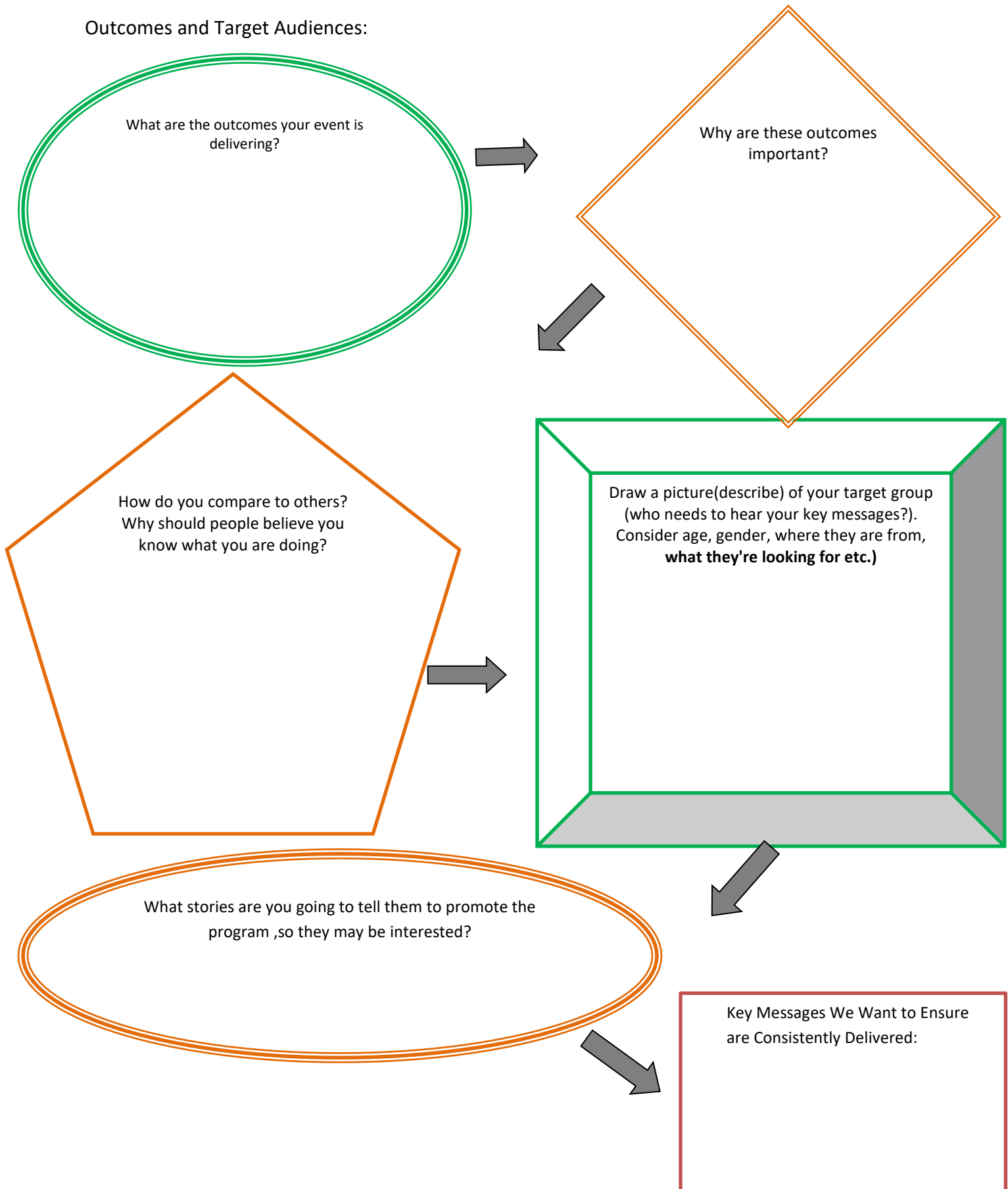
### 1. Your Promotion and Advertising Priorities? WHY ARE YOU PROMOTING



- ☐ acquiring new donors
- ☐ curation to promote expertise
- ☐ education and awareness of an issue
- ☐ engaging community support
- ☐ fundraising
- ☐ general brand awareness
- ☐ marketing for direct gain
  - e.g. programs, events, products
- ☐ membership recruitment
- ☐ retain current donors
- ☐ motivate action or behaviour change
- ☐ promote change leadership
- ☐ volunteer recruitment
- ☐ other \_\_\_\_\_
- ☐ other \_\_\_\_\_

## 2. Clarify Your- Outcomes - Target Group and Key Messages

### Outcomes and Target Audiences:



3. Prioritize Your Promo and Ad “Voice” and “Look and Feel” (to build your brand)

Voice

- values
- vocabulary, grammar and style
- consistency
- variation

Look and Feel-your BRAND

- consistent color scheme, font, logo
- consistent look and feel to every piece of marketing material e.g. website, PowerPoint templates, taglines, logos, social media, brochures, emails, business cards, letterhead



Thoughts about your voice and look and feel:

What do you think is important regarding all the Promotions and Ads you do for your program...to provide a consistent message and build a brand?

---

---

---

---

---

---

---

---

---

#### 4. What Tools and Resources need to be developed?

Check the Promotion and Advertising approaches that will work best for us:

Marketing Tools	Other Resources
<input type="checkbox"/> Blogs	<input type="checkbox"/> articles
<input type="checkbox"/> Website	<input type="checkbox"/> case statement
<input type="checkbox"/> Facebook	<input type="checkbox"/> CRM (customer relationship management database)
<input type="checkbox"/> Twitter	<input type="checkbox"/> logos
<input type="checkbox"/> Instagram	<input type="checkbox"/> marketing/communications committee
<input type="checkbox"/> LinkedIn	<input type="checkbox"/> presentations
<input type="checkbox"/> Pinterest	<input type="checkbox"/> social media policy
<input type="checkbox"/> Brochures	<input type="checkbox"/> taglines
<input type="checkbox"/> Business cards	<input type="checkbox"/> testimonials
<input type="checkbox"/> Letterhead	<input type="checkbox"/> training
<input type="checkbox"/> Local Newspapers	<input type="checkbox"/> videos
<input type="checkbox"/> Radio/TV Ads or PSA	<input type="checkbox"/> webinars
<input type="checkbox"/> Newsletter	<input type="checkbox"/> _____
<input type="checkbox"/> Posters	<input type="checkbox"/> _____
<input type="checkbox"/> Sign Bill Boards	<input type="checkbox"/> _____
<input type="checkbox"/> PowerPoint templates	<input type="checkbox"/> _____
<input type="checkbox"/> Promotional items	<input type="checkbox"/> _____
<input type="checkbox"/> Announce at other events	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____

5. You have addressed:

- Why you are promoting and advertising
- What your Message will be , Who Needs to hear your message , and What Key Stories /Messages need to be told
- Your consistent voice, look and feel of your event promo to build a brand
- You have addressed what tools/resources may be used to promote and market

Use this information and complete a Promotions and Advertising Plan

Event Promo and Ad Work plan

Timing DATE	Target Group	Tool/Resource	Responsibility	Budget

## Program Financial

Program Name:

Program Date/Time/Location:

<b>Revenue</b>		
<b>Category</b>	<b>Budget Amount</b> <b>Amount</b>	<b>Actual</b>
Fees-Participant Entrance		
Community Funding		
Grants/Sponsorship		
Donations		
Fundraising		
Other		
<b>TOTALS</b>		

<b>Expense</b>		
<b>Category</b>	<b>Budget Amount</b> <b>Amount</b>	<b>Actual</b>
Facilities		
Staff		
Instructors		
Materials, Supplies		
Equipment		
Security/Safety		
Permits/Licenses		
Insurance		
Nourishment/Refreshment		
Travel/Sust/Accommodation		
Other		
<b>TOTALS</b>		



Financial Attachment Details

Revenue Details		
Category	Budget Amount	Actual Amount
Fees-Participant		
Community Funding		
Grants/Sponsorship		
Donations		
Fundraising		
Other		

Expense Details		
Category	Budget Amount	Actual Amount
Facilities		
Staff		
Instructors		
Materials, Supplies		
Promotions/Advertising		
Equipment		
Security/Safety		
Permits/Licenses		
Insurance		
Nourishment/Refreshment		
Travel/Sust/Accommodation		
Other		

### **Program Risks/ Safety Issues**

ID Potential Risks or Safety Issues-Address the Management of Risks/ Safety Issues

Program Risks/Safety Issue	Management of Risks/Safety

### **Program Alternate Plans-List**

Be Prepared- ID Plan B? Plan C?

- What can potentially go wrong (Weather,Disaster,Illness, Entertainment No Show,Other?????) AND what is our organizations alternate plan of action if something does go wrong.

---

---

---

---

---

---

- What might cause program cancellation? AND When would this decision be made AND by Whom

---

---

---

---

---

---

## **Volunteer Management**

### Basic Tips When Working With Volunteers

1. **EDUCATE** -EVERY ORGANIZATION SHOULD BE SURE THAT VOLUNTEERS ARE AWARE OF, AND UNDERSTAND, THE ORGANIZATION'S MISSION, VISION, PROGRAM OUTCOMES AND GOALS. IT IS OFTEN ASSUMED THAT EVERYONE KNOWS WHAT WE ARE STRIVING FOR, DO NOT ASSUME, INFORM YOUR VOLUNTEERS TO MAKE SURE
2. **Be Prepared**– Gather any necessary supplies and clear a workspace in advance of your volunteers' arrival. Once they arrive, don't keep them waiting. If you expect punctuality, lead by example
3. **Make volunteers feel welcome**– When you first meet your volunteers, offer a tour of the office or event area, make coffee or water available, and don't be afraid to show your enthusiasm
4. **Introduce volunteers to other staff members/volunteers**– Part of feeling comfortable in a new place means knowing a few names. Casually introduce your volunteers to co-workers and other volunteers before engaging them in their volunteer opportunity
5. **Set expectations/Job Descriptions**– Be clear with your volunteers about what is expected of them. Tell them what you need accomplished and act as a resource should they have questions or concerns
6. **Train sufficiently**– Your volunteers are excited to help out. Remember, they found you and want to contribute their time to your organization. Make sure they have the tools necessary to succeed
7. **Give them a purpose**– Be realistic when assigning tasks to volunteers. No one wants to stand around because there isn't enough work to be done. If it looks like volunteers are idle, either send a few home, or think of a new project they can work on instead
8. **Be honest**– Don't be afraid to tell your volunteers exactly what your organization needs
9. **Create ground rules**– Volunteers are eager to help, and while they aren't actual employees, they may still need to adhere to general organizational policies. Make sure you relate any important rules or guidelines/Job Descriptions before volunteers get started
10. **Set time parameters for service**– Most people have a busy schedule and volunteers are no exception. Let your volunteers know how long their help will be needed so they can plan their day accordingly
11. **Show appreciation**– Congratulate your volunteers on a job well done. Sometimes a simple gesture of thanks is sufficient. For volunteers who contribute time consistently or have made a strong impact on your organization, consider giving them a card or taking them for lunch



## Volunteer Window of Work Form

Thank you for completing this form. It has been designed to help us locate a special place for you within our organization. By providing this information, we are better able to tailor a volunteer position just for you. We know if we can ensure an enjoyable work environment for you, we are more strongly positioned to accomplish a rewarding and beneficial volunteer experience for both you and our organization.

Setting: the place(s) you would prefer to work:

- ☐ at home
- ☐ indoors
- ☐ online
- ☐ outdoors
- ☐ other?

Relationships: with whom would you prefer to work'?

- ☐ alone
- ☐ with a partner
- ☐ in a group on a committee
- ☐ other?

Time Available ... or preferred work schedule:

- ☐ occasional service
- ☐ regular schedule
- ☐ 1 x per week (1 -3 hrs)
- ☐ 2 x per month (1 -3 hrs)
- ☐ 1 x per month (1 -3 hrs)
- ☐ other: \_\_\_\_\_

Glad Gifts ... any talents, skills, interests and hobbies that you do well and you would enjoy sharing:

Quests (or Yearn-to-Learn)... those things you would like to learn more about or skills you might like to develop:

No, No.... please don't ask:

I think the world would be a better place if.....

Name of Volunteer:

Address:

Phone:

Cell Phone:

Email:

## **Volunteer Management Plan**

### **Worksheet/Checklist**

Program Name:

List Volunteer Job(s)	Written Job Desc/ Expectations ✓	Responsible for Recruiting, Training /Orientation(WHO)	Training/ Orientation Requirements (WHAT)	Volunteer Supervisor	Volunteer Recognition (Who,What,When)	Other

## Volunteer Orientation Checklist

(Developed by Lori Gotlieb Consulting)

Name of Volunteer:

Date:

Reviewed by:

The following items should be covered with each new volunteer, where applicable:



- ☐ Copy job description, volunteer assignment and expectation
- ☐ Overview of organization structure
- ☐ Review mission, vision, values
- ☐ Review organizational activities
- ☐ Location of volunteer activity
- ☐ Specific role function training schedule
- ☐ Signing of any forms
- ☐ Confirmation of schedule
- ☐ Review best practices (guidelines) policies & procedures
- ☐ Recording of volunteer hours
- ☐ Signing in procedures
- ☐ Introduction to facility and staff
- ☐ Restrooms, lunchroom, etc.
- ☐ Use of equipment
- ☐ Emergency contact name and number if problems arise
- ☐

OTHER COMMENTS

---

---

---



## **STEP 4**

# **Program Tasks/ Actions**



**TASK CATEGORIES:**

Facilities, Instructors/Staff/Volunteers (Job Descriptions/Training/Orientation),  
Materials/Program Supplies/Equipment, Promo & Advertising, Financial Request/Grants,  
Security/Safety, Insurance ,Licenses/Permits ,Food/Nourishment, Other.

**Program Task Listing**

Program Name: \_\_\_\_\_

Program Date/Time/Location: \_\_\_\_\_

<i>Tasks</i>	Priority (High-Med-Low)	Timelines	Responsible	Task Status (Complete, Partial, No Progress, Other)	Comments

Tasks	Priority (High-Med-Low)	Timelines	Responsible	Task Status (Complete, Partial, No Progress, Other)	Comments

Tasks	Priority (High-Med-Low)	Timelines	Responsible	Task Status (Complete, Partial, No Progress, Other)	Comments



## **STEP 5**

**Learn (Evaluate),  
Celebrate and Share**

## **Program Follow -Up**

Program Name:

Date/Time/Location:

### 1. Program Review

A) Brief Explanation of Actual Program Details:

B) Number/Age/Gender of Participants:

C) Program General:

- Hi-Lites:
  
- Challenges:

### 2. Program Management Review(check items and comment if necessary)

\_\_\_ Did our organizations keep the desired outcomes as a priority throughout the process

\_\_\_ Was the program delivered as planned

\_\_\_ Was the program delivered on time and within financial budget

\_\_\_ Did our organizations communicate effectively

\_\_\_ Did our organization work well together

\_\_\_ Did our organization effectively utilize and manage program volunteers

\_\_\_ What did we, as organizers learn about program management as a result of this event

---

---

---

\_\_\_ Other Comments

3. Program Evaluation Process & Summary  
(What was done to gather “quantity and/or quality” information from participants, towards assessing if the program achieved the desired outcome(s):

List Quantitative Process

**Quantity Evaluation:** *Anything that can be expressed as a #/stat and can be measured (test scores, # people, cost)*

**Example of Quantity Evaluation Tools-***Statistical Surveys, Organization Tracking #/Age/Gender Participants*

Program Evaluation Tools Used:

List Qualitative Process

**Quality Evaluation:** *Cannot be expressed by a number, provides info on people’s feelings, thoughts, behaviours, attitudes*

**Example of Quality Evaluation Tools-***Personal Participant Interviews, “From the Heart Checklists”*

Program Evaluation Tools Used:

#### 4. Program Evaluation Summary

<u>DESIRED OUTCOMES</u>	<u>SUCCESS INDICATORS</u> <u>Quantity</u>	<u>EVALUATIONS</u> <u>Quantity</u>	<u>OUTCOMES/GOALS</u> What did we achieve or not achieve	<u>RECOMMENDATIONS</u>	
<u>SUPPORTING GOALS</u>	<u>Quality</u>	<u>Quality</u>			

## 5. Program Follow Up Checklist

\_\_\_ Program Evaluations and Summary Completed and Compiled

\_\_\_ Program Evaluations/Success Indicators Reviewed to determine if Outcomes Achieved

\_\_\_ Organization has discussed the future of this Program towards further addressing desired outcomes

\_\_\_ All Financial Accounts Deposited and Paid

\_\_\_ All Financial Revenue and Expenses Vouchers and Receipts Collected/ Accounted for

\_\_\_ Supplies and Equipment gathered and stored/returned following program

\_\_\_ All Follow up Information required by Program Grant Funders is collected and organized

\_\_\_ All required Follow up Grant Funder Reports have been compiled and submitted

\_\_\_ Appropriate Recognition and official Thank yous have been issued to all

- Volunteers?
- Instructors?
- Sponsors/Donations?
- Grant Funders?
- Partners in the Event
- Facility Owners/Management/Staff
- Councils/Committees
- Participants?
- Others?

\_\_\_ Other (list below)



## 6. Share our Success and Celebrate

What “stands out” as the most successful aspects of our Program?

- 
- 
- 
- 



Spread the News of our Success:

- What news shall share:
- Who shall we share with:
- How shall we share:
- When shall we share:

Celebrate our Success:

- How shall our organization celebrate what we have achieved:
- When shall we celebrate:



Saskatchewan  
Parks and Recreation  
Association

# A FRAMEWORK FOR RECREATION IN CANADA

## VALUES

Public Good	Inclusion & Equity	Sustainability	Lifelong Participation
-------------	--------------------	----------------	------------------------

## VISION

Everyone engaged in meaningful, accessible recreation experiences, that foster:

Individual Wellbeing	Wellbeing of Natural & Built Environments	Community Wellbeing
----------------------	---	---------------------

## PRINCIPLES OF OPERATION

Outcome-Driven	Quality & Relevance	Evidence-Based	Partnerships	Innovation
----------------	---------------------	----------------	--------------	------------

## GOALS



## PRIORITIES

- |  |  |   |   |   |
|--|--|---|---|---|
| <ul style="list-style-type: none"> <li>• Participation throughout the life-course</li> <li>• Physical literacy</li> <li>• Play</li> <li>• Reduce sedentary behaviours</li> </ul> | <ul style="list-style-type: none"> <li>• Equitable participation for all, regardless of socioeconomic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation or geographic location</li> </ul> | <ul style="list-style-type: none"> <li>• Natural spaces and places</li> <li>• Comprehensive system of parks</li> <li>• Public awareness and education</li> <li>• Minimize negative impacts</li> </ul> | <ul style="list-style-type: none"> <li>• Provide essential spaces and places</li> <li>• Use existing structures and spaces for multiple purposes</li> <li>• Renew infrastructure</li> <li>• Active transportation</li> <li>• Partnerships in social environment</li> <li>• Recreation education</li> <li>• Assessment tools</li> <li>• Align community initiatives</li> </ul> | <ul style="list-style-type: none"> <li>• Collaborative system</li> <li>• Career development</li> <li>• Advanced education</li> <li>• Capacity development</li> <li>• Community leadership</li> <li>• Volunteers</li> <li>• Knowledge development</li> </ul> |
|--|--|---|---|---|

Supported by:



Additional tools and resources available at  
[www.cpra.ca](http://www.cpra.ca)