



Britannia Partnership Guidelines

We acknowledge that we are located on the unceded Coast Salish territories of the xʷməθkʷəy̍əm (Musqueam), Skwxwú7mesh (Squamish) and Selílwitlh (Tseil-Waututh) Nations.

Table of Contents

Table of Contents	2
Partnership Guidelines Overview	3
Britannia's Foundation	4-5
Britannia's Values.....	5
Guiding Principles & Objectives	6-9
Strategic Objectives.....	6-7
Society Objectives.....	8
Programming Principles.....	8-9
Partnership Considerations	10
Building Partnerships	11-19
Overview of Steps, Partnership Governance.....	11
People Management Practices, External Communications.....	12
Internal Communications, Confidentiality, Partnership review Process.....	13
Resourcing and Joint Ventures.....	14-15
Financial Accountability, Governance and Operational Controls.....	16
Partnership Review: Reconciliation, Engagement & Learning; Monitoring Mechanisms....	17
Compliance & Risk Management.....	18
General Risk Management Approaches for Parks and Recreation, Reference Docs.....	19
Conflict Resolution, Partnership Process Overview.....	20
Partnership Process Guide	21-23
Types of Partnerships.....	21
Partnership Development Process, Partnership Development Steps.....	22
Partnership Review Process.....	23
Appendix A: Pre-partnership Criteria Checklist	24-25
Appendix B: Partnership Agreement Template	26-32
Sample Partnership Agreement.....	28-32
Appendix C: Partnership Health Check Tool	33
Appendix D: Partnership & Sponsorship Application Form	34-36

Partnership Guidelines Overview



Located on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔt (Tsleil-Waututh) Nations, the Britannia Community Services Centre Society (Britannia) strives in all partnerships to reflect the diversity and interests of local people and to promote equity and well-being through integrating programs, services, and opportunities.

Britannia engages in partnerships to address its strategic and operational directions, obligations, and priorities when these partnerships are beneficial and further the Society's ability to achieve its mandate as per its constitution, and where such partnerships provide reciprocating benefits that serve to fit the missions of all

partners. In the spirit of collaboration, Britannia uses its assets and influences to support approved partnership group(s) by providing common space, utilities, maintenance, specified administrative support, and promotion.

Britannia's Partnership Guidelines establish the foundation and expectations of partnerships for all individuals, groups, and institutions involved with or interested in becoming involved with Britannia, including: Board, staff, partners, and community members. It applies to projects and activities involving the sharing of resources, long-term activities, funding, or staffing needs. Examples include collaborating on special events such as Stone Soup, the Mother's Day Traditional Pow Wow, and Farmers Markets. These policies and processes are shared with our staff and partners and are available for review on Britannia's website:

www.britanniacentre.org/about_us/partners/articles/1080.php

Single events just requiring use of space—such as a birthday party, family ceremony, or community meeting—are addressed through using rental agreements and space sponsorships.

Why partnerships?

Our partners are important allies in developing community well-being and in promoting equity. Britannia values and promotes resident participation, engagement, and contributions, and the work of volunteer and non-profit groups, businesses, and institutions/governments. Our partners are co-contributors to achieving positive social determinants of health (recreational, educational, career, cultural, economic, and social activities) and can support and enhance Britannia's ability to achieve its vision and mandate.

Through the Partnership Guidelines document, we would like to promote reconciliation through reciprocity, collaboration, cooperation, and interconnecting services. By developing or maintaining a partnership, we can help partners achieve their potential and enhance their ability to realize positive outcomes beyond the capacities of working alone; we can support our partners with creativity, commitment, resources, personnel, and skills towards achieving greater impacts, common purposes, or similar goals. But ultimately the benefits of forming these partnerships are reciprocal—it helps us develop shared understandings of the diverse nature of the community.

Britannia's Foundation



Britannia's origin as a site and community amenity developed through a unique partnership and governance model comprised of the City of Vancouver, the Vancouver School Board, and the community-based Britannia Community Services Centre Society ("The Society"). Each partner has a specific and independent mandate and set of responsibilities for program and service delivery, in addition to joint responsibilities within the partnership. Together we provide core mandated municipal services and programs to the surrounding catchment communities.

The 1982 Letter of Agreement between the partners specified that "The Society, at the request of the City and the School Board, has agreed to act as manager in the Centre for the purpose of developing and providing community service and programmes which will meet the needs of the public in the neighbourhood in which the Centre is situated and encourage the use of such services and programmes." The facility and adjacent grounds are publicly owned assets with administration and programming supported by public funds from the City of Vancouver.

In developing its vision and goals, "The Society" as represented by the Britannia Board of Management, has developed and articulated the Partnership Guidelines and has aligned resources to help attain the goals outlined in this document. The Guidelines mandate a leadership team (staff) approach to implement and assist in its interpretation and includes an accountability framework. The Britannia Board can initiate changes or additions to the Guidelines to reflect evolving realities based on input from directors, board committees, working groups, staff, and community members.

The Britannia Partnership Guidelines are based on a commonly understood set of values and objectives that collectively define the ultimate mission and vision of approved partnerships, ensuring they contribute to Britannia's dream.

Britannia's Dream:

The wellbeing, sense of belonging, joy, and empowerment of everyone in our community.

To realize Britannia's Dream:

We are stewards of spaces that support social connection, creativity, recreation, reconciliation, and the realization of the full potential of people and communities.

In partnership with our communities, we create integrated programs, services, and opportunities on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔ (Tsleil-Waututh) Nations.

Britannia's Values

Social Justice and Equity

Britannia is committed to reconciliation through reciprocity and anti-racism by addressing social and historical inequities, as well as advocating and acting in collaboration with equity-seeking community members and groups. Britannia is committed to ongoing learning and the actioning of decolonizing, anti-racist, and equitable practices by its staff, board, volunteers, and partners.

Transparency and Accountability

Transparency and accountability means that Britannia informs, involves, and includes community, participants, partners, members, and funders in its work. Britannia's partnership processes include clear articulation of roles and responsibilities, communication methods, and partnership health check meetings.

Collaborative and Community-Centred

Britannia's partnerships are vehicles to build bridges with individuals, networks, and agencies local to the Grandview-Woodlands neighbourhood, which benefit from each other's expertise and resources to achieve increased impact of our mission, vision, and objectives as a Society.

Inclusive and Generous

Britannia strives to create partnerships with individuals, networks, and agencies that increase and promote inclusivity. Britannia's partnerships leverage its resources where possible to assess and remove as many barriers to participation as possible, and therefore create equitable and open conditions for the local community.

Anti-Racism

Britannia is located on the unceded territories of the Musqueam, Squamish, and Tsleil-Waututh Nations, and we hold the heritage of these lands close in our everyday work. We aim to embrace Indigenous values and practices and are committed to reflecting Indigenous protocols, beliefs, and ways of being in our work. We thank those who came before us and who have guided our learning.



Guiding Principles & Objectives

We created the Partnership Guidelines to provide a framework to guide the Britannia Board, staff, and current and potential partners in developing and implementing partnership agreements and activities. These guiding principles and objectives provide clear directions that reflect the spirit and intent of the Guidelines and of Britannia's overall vision and goals. They set out the strategic direction for partnerships and support Britannia's other strategic and operational directions, obligations, and priorities. These guidelines are designed to:

- Promote the Society's constitution and goals.
- Ensure consistent communications among all partners.
- Contribute to the partners' desired outcomes and mandates.

Decisions on whether to enter into partnerships are predicated on their fit with the spirit of the Partnership Guidelines; with Britannia's legal obligations; with their adherence to stated human rights, equity, and reconciliation principles; and with the current capacity of Britannia to provide the needed human, physical, and financial resources. The development or approval of partnerships may also be determined by current priorities, evolving needs, or critical issues and unforeseen circumstances.

Core programs and services offered independently by Britannia—or as mandated as part of its affiliation with the City and Vancouver School Board—are priorities for space, staff time, and financial resources unless otherwise determined with the relevant core partner or partners.

Strategic Objectives

Our strategic objectives were developed for our 2020-2025 Strategic Plan.

Empower people and communities

- Share access to facilities, education, services, and resources.
- Engage grass roots community leadership, volunteerism, and civil society.
- Use our platform to support the voices of our communities.
- Use effective communication methods.



Embracing Indigenous values and practices

- Inviting leadership and guidance from local Indigenous communities.
- Reflect Indigenous protocols, beliefs, and ways of being and acknowledging the continued impacts of colonization.
- Including more Indigenous programming.
- Expand programming by Indigenous people.

Guiding Principles & Objectives

Offer low barrier programs, services, and opportunities

- Identify and break down barriers to participation.
- Ensure we are safe, welcoming, and accessible to all, including: refugees, people with disabilities, non-english speaking residents, members of the LGBTQ2S communities.
- Dedicate time and resources to reach out to underrepresented and marginalized communities.



Nurture creativity in inclusive spaces

- Offer programmed and unprogrammed spaces where people are free to pursue their interests.
- Support innovative projects in arts, culture, and community development.
- Expand programming by Indigenous people and people of colour, refugees, people with disabilities, non-english speaking residents, members of the LGBTQ2S communities



Develop and strengthen partnerships

- Work more closely with our site partners, the City of Vancouver School Board, Vancouver Board of Parks and Recreation, to be good stewards for the facilities and grounds for public use.
- Collaborate with community partners to provide integrated, holistic service provision to meet the needs of diverse residents
- Support and incubate grass roots community organizations and projects.
- Share space and resources to support local non-profit partners.
- Developing and nurturing cross-sector partnerships.

Enhance organizational capacity

- To ensure the safety of Britannia staff, volunteers, and community members.
- To keep policies and procedures up to date to meet current needs.
- To assist partners and sponsors to gain the most out of a partnership with Britannia, supporting them to achieve their goals.
- To ensure staff training is current and up-to-date to help facilitate effective programs and to ensure that staff can apply decolonizing anti-oppression lenses to their partnership work.
- To engage underrepresented communities.
- To create an environment where marginalized communities and underrepresented communities feel welcomed in all programs that run through Britannia.

Guiding Principles & Objectives

Society Objectives

Britannia operates in accordance with a range of legal, regulatory, policy, and other compliance requirements including the organization's policies, procedures, directives, and commitments to or with other authorities.

Britannia's Society objectives are a core part of our constitution:

- Develop and encourage new arrangements for coordinating and integrating community services provided by a variety of agencies and individuals.
- Provide a centre for social action, a place where people meet to discuss local area and neighbourhood problems and work together to solve them.
- Encourage reciprocal relationships with individuals and groups to achieve mutual benefits.
- Advocate and support reconciliation through reciprocity in collaboration with Indigenous peoples within the mandate of the Centre and the context of historical, social, and systemic inequities for Indigenous Peoples.
- Maintain effective two-way communication between the Centre and the community, both to ensure constant awareness of community needs, and to inform local citizens on the availability of programs and services.
- Provide means of community involvement in the development and delivery of all programs with which the Centre is associated and thereby make such programs responsive to changing needs.
- Provide the local citizens with access to all programs and services in the Centre.
- Sponsor, and where necessary operate programs and services in the community.
- Ensure that the necessary staff and facilities are available to achieve the above.

As a complex, community-centred society managing public assets and funding, Britannia takes responsibility to:

- Support community access to public assets.
- Ensure there are mechanisms in place to promote partnerships and relationship-building practices.
- To remain current and relevant to changing circumstances.

Programming Principles

In all programming areas, including those done in partnership, Britannia is motivated by and supports a clearly stated set of programming principles:

Enhance Community Connectivity

Britannia offers fun, inclusive, innovative programs, spaces, and services that foster passion, enthusiasm, positive community involvement, and a sense of belonging and identity. We provide space for social action, a place where people living in Grandview-Woodland and Strathcona meet to discuss local area and neighborhood matters and work together to solve them.



Guiding Principles & Objectives

Promote Health and Wellness

Britannia operates from a holistic approach and offers members a broad range of programs and services that engage different abilities and interests across the life span. This approach is grounded in recreation, sport, fitness, arts, culture, education, learning, social interaction, nutrition, and social development. This holistic strategy promotes and improves the mental, emotional, physical, and spiritual health of our community, recognizing that health is impacted by personal, social, economic, and environmental factors.

Foster Social Justice and Equity

Britannia seeks to create programs that encourage meaningful participation in our communities that may lead to social change. We strive to address social and historical inequities by advocating for and acting in collaboration with vulnerable community member and commit to Reconciliation through Reciprocity.

Embrace Accessibility

Britannia offers welcoming, safe, barrier-free programs, services, and environments. We proactively seek ways to respect and accommodate the unique needs of populations within the community. We do this through social interaction, cultural awareness, physical space design, equipment, economic, and environmental means.

Facilitate Cultural Interaction

Britannia promotes sharing, learning, and understanding through programs and services that celebrate diversity and encourage cross-cultural interactions. Cultural practices and the sharing of food are important aspects of these celebrations.

Activate Networks

Britannia builds bridges with individuals, networks, and agencies to benefit from each other's expertise and resources to achieve our mission, vision, and objectives as a Society. We facilitate access to resources for individuals, networks, and agencies.

Pursue Sustainability

Britannia uses resources responsibly to sustain and ensure longevity of programs and services. We are stewards of the built and natural environment. We maximize utilization through sharing of resources and revenues.

Integrate Innovation

Britannia integrates current trends and is responsive to the emerging needs of the communities we serve, developing programs and services that are flexible, original, and relevant to our unique community.

Ensure Accountability

Britannia informs, involves, and includes our community, participants, partners, members, and funders in our work. This encompasses the design and evaluation of programs and services. Programs and services are shown to be relevant through evidence of participation and need in the community.

Partnership Considerations

Britannia has an open, formal, and robust partnership-building process. Britannia takes responsibility to ensure that grassroots partners, individuals, and groups are supported to enter into this process and that they have access to resources, information, and services. Where necessary Britannia will provide support that builds community and capacity, while collaborating to decolonize existing systems. Britannia staff or representatives assist in the process of development of partnership arrangements as requested and/or as they evolve out of shared purposes in the Society's work.

At the beginning of 2020, Britannia had over 60 active partnerships. Britannia's partners can include registered charities, individuals, community groups, residents' societies, not-for-profit organizations, businesses, and service providers. To increase desired impacts, partners work together to provide comprehensive responses/activities to address social, economic, cultural, and health conditions facing the community.

The diverse types of Britannia's Partnerships currently include:

- **Legal Site Partners:** Legally binding, long term, mutual, shared funding, responsibilities (City of Vancouver, Vancouver School Board).
- **Site Co-location Partners:** Long-term, agreed-to individual and joint responsibilities and collaborations (Vancouver Park Board, Vancouver Public Library).
- **Organizational Partners:** Long-term, mutual vision and goals, collective responsibility, governance (Eastside Family Place, Canuck Family Education Centre, Moresports, Our Place).
- **Programming Partners:** Legally binding, project based, shared funding and responsibilities.
- **Resource Sharing Partners:** Short-term, share space, mutual benefits and responsibilities.
- **Sponsorships:** Time specific, can be recurring, collaborative (Mother's Day Pow Wow, Reconciliation in Action).

Shared Purpose and Anticipated Outcomes

Before entering into a formal partnership (signed contracts or agreements), Britannia staff or representatives will work with potential partners to assess the fit of the proposed collaboration with the spirit and purposes outlined in Britannia's Partnership Guidelines.

Britannia and partners should collaborate to establish expected results and metrics that support community involvement in the development and delivery of all programs to ensure the achievement of common goals and objectives. Programs must be responsive to changing needs. Developing and reviewing expected outcomes and metrics helps to ensure that the proposed partnership process includes clear articulation of roles and responsibilities, communication methods, and methods for ongoing evaluation. Establishing metrics ensures consistent service delivery, and creates a framework through which you can measure impacts and support course corrections if need be.

Ensure you establish the following expected results and metrics:

- **Outcomes:** Commonly defined outcomes and planned results have been proactively identified with all the partners.
- **Measures:** Measurable indicators of performance have been identified according to strategic, operational, and financial results that will be measured and reported.
- **Communication:** Are key expectations are effectively and consistently communicated to all partners?

Overview of Steps

Expression of Interest

It all starts with ideas and concepts from individuals, groups, staff, or committees. Prospective partners should provide a short description of the activities, goals and outcomes, people involved, logistics and needs. It is a means to share the idea with others in the Britannia family and community, with the aim of building a group of likeminded people to work together on the idea.

Review and Assessment

Bringing together like-minded people to review and assess the idea to determine the feasibility of the idea. This step takes into consideration what is needed to move from concept into action.

Revision and Agreements

This is a better understanding of what needs to be done and who needs to be involved in order to successfully realize the idea. It is a step to clarify the roles and responsibilities.

Implementation and Reflection

Let's go then! With the expectation that we will learn and do better through reflection.

Partnership Governance

Britannia and prospective partners have different assets, abilities, and strengths that they bring as they work together and support each other to realize the partnership and to benefit the community. Collectively, Britannia and partners should have a clear delineation of roles, responsibilities, and accountabilities that reflect each organizations strengths and capacities and ultimately support effective collaboration.

Governance and decision-making practices should be outlined in the signed partnership agreement, including:

- **Roles and Responsibilities:** Establish roles and responsibilities for operations, oversight, activities, and reporting requirements, ensuring they are clearly defined, and consistently implemented.
- **Accountabilities:** Establish organizational, partnership, and individual key contacts and accountabilities to ensure there is a clear understanding of who is accounting for what and to whom.

Building Partnerships



People Management Practices

Britannia and partners should have a strong complement of trained staff and volunteers as appropriate who receive the necessary support, training, and feedback to achieve the expected results of the partnership. Management practices required may include:

- **Competency Oversight:** Identify required competencies for key roles and the mechanisms in place to ensure that expectations are established and maintained.
- **Management Supervision:** Appropriate managerial supervision and support exists to enable and support staff, partners, volunteers, and the community.
- **Human Resource Capacity:** Sufficient human resources capacity exists to ensure operational continuity and staff, partners, and community well-being.
- **Performance Assessment:** A system for the performance evaluation and feedback of its staff and volunteers.
- **Capacity-building, Training, and Support:** Partners put in place mechanisms to support the expected outcomes and build capacity for programming and service delivery.

External Communications

It is expected that partners maintain open, defined, and constructive channels for external communications and engagement in support of direction-setting, awareness, coordination, and reporting.

Partners agree to develop external communication protocols that:

- Enable engagement and consultation with members of the community in support of long-term policy and program direction-setting.
- Use consistent and clear communication channels to convey information to various external audiences.
- Provide clear pathways to resolve issues and concerns as needed.

Internal Communications

Britannia is committed to maintaining effective two-way communication between the Centre and its partners, both to ensure constant awareness of community needs, and to inform local citizens on the availability of programs and services. Operating in a decentralized and shared environment, Britannia and partners need strong communication to support effective information sharing, coordination, oversight, and consistent program service and delivery.

Each partner should ensure that open, defined, and effective channels for internal communications are maintained in support of decision-making, coordination, feedback, and oversight for the partnership and/or project. This includes:

- Regular meetings are held to discuss operations, including issues, challenges, changes, and key decisions.
- Decisions made at these meetings are documented, retained, and shared.
- Information and communication channels exist to convey directions, needs, results and risk across departmental boundaries as well as functional boundaries (i.e., policy vs. operations).
- The organizational structure and span of control permits clear and effective lines of communication, supervision, and oversight.

Each partner is required to identify a primary contact to whom information, questions, or concerns should be directed. That contact then takes responsibility to obtain any additional information required within the respective organizations. Should issues or conflicts arise which the primary contacts are unable to resolve, senior staff are to be informed and engaged. Formal conflict resolution steps will be applied as necessary.

Confidentiality

Partners agree to ensure required confidentiality and agree to:

- Protect information that is specifically marked confidential and other material understood to be confidential.
- Refrain from discussing/disclosing any confidential information with/to other staff, or with persons outside the organization except as authorized.
- Take reasonable care to prevent the examination of confidential material by unauthorized individuals.
- Not use confidential information with the intention to cause harm or detriment to any other person or body.
- Only use confidential information for the purpose that it is intended to be used.
- Only release information in accordance with established organizational policies, procedures, and legal obligations (Freedom of Information and Protection of Privacy Act).

Partnership Review Process

To effectively manage and report on partnerships, programming, and service delivery, Britannia and partners will agree to review management and processes to guide the collaboration. This includes establishing proper governance, policies, standards, and tools.

Partners will also ensure the collection and analysis of key data and information to support management, accountability, and reporting requirements, using standard information systems and electronic tools as needed.

Building Partnerships

Resourcing & Joint Ventures

Working in partnership on projects, programs, or activities often requires securing additional resources and partners may agree to jointly apply for funding or sponsorships, or to raise and secure funds together. Alternatively, they may agree to each contribute certain resources for their joint initiative.

There are several models that partners may consider for sharing resources or undertaking joint fundraising activities. In each case, the policies, practice standards, and legal requirements of each individual organization or partner must be acknowledged and factored into these partnership arrangements. The model chosen should enhance the efficiency and effectiveness of the joint resource sharing or fundraising activities.

Transparency, understanding, and agreement on standards of practice are critical considerations when pursuing joint resourcing. This includes ensuring compliance with CRA regulations when a charity registration is required so that charity and non-charity partnerships can be used to maximize community benefit.

Forming a Partnership may not be the answer to every working arrangement, but it may be an effective strategy for achieving community benefit in contexts such as:

- Grassroots community development projects.
- Pilot projects and prototypes.
- Emerging groups gaining experience.
- Strategic approaches to complex issues (collective impact work).

Benefits to the community can include:

- Working toward a common vision.
- Enhancing service coordination through collaborations.
- Providing opportunities for more people to participate in the creation and outcomes of a project.
- Increased impact.
- Access to innovative programming.
- New opportunities to practice community leadership.
- New opportunities to provide mentorship and share expertise and services.
- Increased resources for vulnerable residents.
- Additional learning and establishment of best practices through collaboration.
- New opportunities to facilitate social innovation.
- Additional relationships and networks.

Joint Resourcing to achieve community benefit through acquisition of additional resources can come from several different sources:

- Government grants and contracts.
- Sponsorship.
- Charitable funding via foundations, corporations, and tax receipt fundraising.
- Business sponsorships.
- Fees for service.
- Fundraising activities, such as events, bingo, and auctions.

Benefits to a non-charity can include:

- Access to charitable funding.
- Access to administrative supports (i.e., accounting, human resources, office services).
- Access to mentorship and expertise.
- Access to donations in support of the project if the charity is willing to provide tax receipts.
- Opportunities to build credibility as an emergent group.
- Building additional relationships through the charity's network.

Benefits to funders:

- Opportunities to fund a wider range of initiatives focused on community benefit.
- Opportunities to support new and innovative organizations, collaborations, or smaller community-based agencies.
- High-quality proposals, projects, and evaluations.
- Documented evidence of the parameters of charity and non-charity partnerships through increased development of partnership agreements.

Benefits to the charitable sector and society at large:

- Support for an emergent group with innovative approaches and/or authentic connections to underserved communities.
- Support for a collaboration that achieves what individual organizations cannot accomplish on their own.
- Accelerated opportunities for innovation to solve unmet societal needs.
- Minimization of unnecessary duplication of services.
- More programs, perhaps at reduced administrative cost, due to collaboration.
- The ability to quickly respond to an immediate need through targeted projects without necessitating the development of a charity.

A Partnership-Joint Resource approach means establishing a project and fundraising partner with the following considerations:

- Alignment of values and goals.
- Capacity.
- The potential for a positive working relationship.

Determine if the partnership is a good match and if both sides have appropriate and sufficient capacity and resources to support the relationship.

Building Partnerships

Financial Accountability

All partners in any collaboration will be expected to assume responsibility for ensuring financial accountability. However, each partnership may assign roles differently between partners. In addition to its own fundraising and financial policies, each organization should have a provision or separate policy covering joint funding ventures (if this is an area in which they wish to engage). The policy should provide information on specific responsibilities, levels of authority, and each organization's internal approval process.

To properly manage and safeguard the collective resources held by Britannia and partners, financial controls need to be agreed upon and operating effectively to ensure program and service delivery. This includes a suite of controls to be followed by the partner(s) regarding:

- **Financial Management Policies:** Financial management policies are documented and communicated to partners.
- **Guidance:** Partners, Board, staff, and community participants have the necessary guidance to support them in executing their financial management roles and responsibilities.
- **Roles, Responsibilities, and Accountabilities:** Roles, responsibilities, and accountabilities for the financial management of partnerships are clear and well understood.
- **Budgetary Management:** Budgets are established and managed in accordance with Britannia's frameworks and policies.
- **Payments Processing:** Processing payments are timely and consistent with established processes.
- **Post-Payment Verification:** Direct payments are reviewed and verified to ensure compliance with established processes and policies requirements.
- **Segregation of Duties:** There is appropriate segregation of duties according to Canada Revenue Agency accounting standards.
- **Financial Forecasting:** Financial forecasts are closely monitored throughout the year and resources reallocated/re-profiled as required.
- **Financial Reporting and Monitoring:** Financial reporting is timely, complete, and accurate. Internal reporting supports monitoring and decision-making, and external reporting supports accountability.
- **Fraud Detection:** Mechanisms are in place to support the detection of fraud.

Governance and Operational Controls

Operational controls are needed to provide partners, staff, and community with the flexibility they require to deliver programs and services while also ensuring that day-to-day actions are consistent with objectives, expected results, and requirements.

- **Funding Requests:** Funding requests are consistently reviewed, assessed, and decided upon in a timely fashion.
- **Contribution Agreements:** Contribution Agreements are reviewed, assessed, and decided on a timely basis.
- **Reporting Requirements:** Processes in place to ensure reporting requirements are conducted on a timely basis.
- **Privacy and Confidentiality:** Mechanisms are in place to support privacy and confidentiality.

- **Sustainability Implications/Business Continuity:** Business and operational continuity planning processes support the uninterrupted delivery of partnerships, programming, and service delivery.
- **Exits and Endings:** Mechanisms are in place to support the conclusion of partnerships, programs, and funding in a good way.

Partnership Review: Reconciliation, Engagement and Learning

Britannia is committed to ongoing learning and quality improvement in service of nurturing and further developing partnerships. Effective reconciliation through reciprocity and collaboration requires meaningful and efficient mechanisms to engage partners so that their perspectives, needs, and experiences are captured and understood. Britannia is responsible for ensuring that operations and partnerships are well-managed, and that suitable administrative practices and controls are in place and working.

Mechanisms are needed to reflect on and learn from these perspectives so that they, along with other inputs, can be factored into the design, implementation, and management of partners, programs, and services. To this end, Britannia will ensure partnership practices and results are actively monitored so that early and effective remedial action can be taken in areas where significant deficiencies are encountered or improvements are needed.

Steps will include implementing regular partnership review meetings that provide opportunities for course corrections, as well as conducting periodic partnership evaluations. Partners will agree to a schedule for these as part of their partnership agreement. Partnership evaluations will include surveying staff, participants in joint activities, and relevant supervisors or senior managers in both organizations.

Britannia will also regularly evaluate its own partnership policies and activities for their effectiveness, their relevance to strategic directions, and their reflection of community priorities. These evaluations will include surveying staff, current and past partners, and other relevant groups for feedback on Britannia's partnership processes, practices, and experiences. Feedback from the results of these surveys and consultations will be compiled and shared. Where possible, suggestions will be integrated into developing improved practices.

Monitoring Mechanisms

Key elements of effective monitoring systems include:

- **Financial and Operational Monitoring:** Efficient and meaningful mechanisms are in place to monitor financial and operational performance levels.
- **Monitoring of Results:** Mechanisms exist to follow-up and confirm that partnerships, programming, and service delivery are operating as intended and achieving the expected results.
- **Monitoring of Compliance:** Mechanisms exist to monitor conformity with key compliance requirements, including legislative requirements, policies, and procedures.
- **Corrective Action:** Mechanisms are in place to enable corrective action when material variances are noted, and to document actions taken if a deviation of process occurs, such as when proper procedures are not followed.
- **Independent Review and Advice:** Mechanisms are in place to independently review management practices and long-term results.
- **Internal and External Reports:** Appropriate, reliable, and timely financial and non-financial reporting is developed and communicated internally and externally.
- **Partnership Wrap Up or Dissolution:** These processes exist to support final steps in partnership of partnership and/or project wrap up.

Building Partnerships

Compliance & Risk Management

The purpose of Risk Management is to minimize liability and avoid preventable accidents, thus assisting with the safe delivery of programs and services. In order to meet both public expectations for quality programming and the obligation to ensure community safety, Britannia management, staff, and Society partners are expected to proactively manage any potential risks and to meet indemnification requirements so that all activities at Britannia will be appropriately insured.

Britannia operations, including those undertaken with partners, also must align with City and Park Board policies related to risk of injury and liability that incorporate the following elements:

Compliance with Standards: Standards, whether set externally or developed internally, must be effective in promoting safe practices and in minimizing accidents, and be fully enforceable by on-site staff. Standards should therefore be: (1) achievable; (2) reasonable; and (3) effective. Standards set must also be evaluated to ensure they minimize liability for site partners, for Britannia, and for partner organizations.

Risk-Oriented Supervision: All programs and activities must be supervised as required by Britannia and as appropriate for the activity. The standard of supervision is generally that of a “careful parent”. This standard will vary, depending on the numbers, ages, abilities, knowledge, and experience of participants, as well as the potential hazards inherent in the activity.

Transfer of Financial Risk: In conjunction with measures that reduce or eliminate the risk of an accident occurring, a contractor, service provider, or external agency working in partnership with Britannia may be required to obtain their own liability insurance, particularly if Britannia and the City have less control over how activities are run. As Britannia and/or the City could be held responsible for injuries inflicted under the supervision of the contractor, service provider or external agency; both are required to be named as additional insured on the Certificate of Insurance for liability that may arise from activities.

Waivers and Acknowledgement of Risks: Britannia, the Park Board, and the City will commonly require the signing of a written waiver by which a parent/guardian or adult participant agrees to accept all risks and potential liabilities associated with the activity. On such waiver is one component of the Park Board’s **CONSENT, ACKNOWLEDGEMENT OF RISK, WAIVER, RELEASE & INDEMNITY** form, which communicates awareness of risks of an activity and emphasizes the signatory has accepted some responsibility for those risks. Britannia and/or partner organizations may develop alternative waiver documents. Responsible staff should check with management to ensure the waiver used is appropriate to the activity.



General Risk Management Approaches for Parks and Recreation

The following general approaches are recommended as part of risk management and should be applied in conjunction with Britannia's risk management systems and practices.

Workplace Inspections: Recreation facilities have a documented system for regular inspections of the entire facility based on what is practical and reasonable, given existing resources. Management, staff, and when appropriate partners have an obligation to ensure these inspections are done, that hazards are noted, and that actions are taken to rectify problems.

Accident and Incident Reporting: Britannia as a partner with the City utilizes the City's documenting system for reporting incidents and accidents. Staff are obligated to report all accidents, as well as incidents, which result or potentially could have resulted in injury. Accidents and WorkSafe reports are investigated in accordance with mandated standards. Britannia, with partners as appropriate, should analyze findings to identify recurring problems and accident trends.

For more information, visit: <http://citywire.city.vancouver.bc.ca/departments/parks/youth/index.htm>

Emergency Procedures: All staff should be familiar with emergency procedures as per current standards and policies.

Document retention: Original waiver forms, and all other relevant documents, are to be attached to Incident and Accident reports and submitted to Britannia as per existing digitization and Records Management retention practices. The City of Vancouver is guided by the Canadian Standard for Documentation.

Reference Documents

MARS:

<http://citywire.city.vancouver.bc.ca/departments/parks/riskmanagement/pdf/MARS.pdf>

City of Vancouver and Britannia policies, procedures, training, and best practices that work toward the goal of Making All Recreation Safe from abuse and harassment in Vancouver.

Risk Management:

<http://citywire.city.vancouver.bc.ca/departments/parks/riskmanagement/index.htm>

The process of identifying and evaluating the chance of loss or harm and then taking steps to minimize and control the potential risk.

Indemnity Agreement:

http://citywire.city.vancouver.bc.ca/departments/parks/riskmanagement/pdf/Indemnity_Agreement.pdf

An agreement between the City and a Community Centre Association whereby the City agrees to indemnify the Association up to a certain amount when the Association is delivering certain recreation programs that have been approved in writing by the Park Board.

For more details on RISK Guidelines please refer to:

http://citywire.city.vancouver.bc.ca/departments/parks/riskmanagement/pdf/Guidelines_Jan_2014.pdf

Building Partnerships

Conflict Resolution

Should a conflict arise between Britannia and a partnering organization, both should commit as part of the Partnership Agreement to undertake an agreed process to achieve a timely and respectful resolution. This documentation should include designating a formal representative for each partner.

Some partners, including Britannia, may be bound by specific internal conflict resolution policies. Therefore, some flexibility is necessary in determining how to interact should problems arise; the steps taken to manage conflict should reflect the policies of each partner. A core objective is to agree to adopt a mutual process at the start of the partnership as it is very difficult to do so during a conflict situation.

The conflict resolution agreement should outline a progressive process, with a preference for resolving issues at the level at which they occur. The following illustrates how such a process might be set up, with partners agreeing to:

1. Address their differences in a timely, open, and honest manner.
2. First, have those directly involved attempt to resolve the issue.
3. If that step is not successful, advise the designated person in each organization and request support to determine how to proceed. Depending on each group's practices and the issue involved, that next step could involve a supervisor, a senior administrator, or the executive director. From this step forward, all interactions should be documented in writing.
4. Conflicts that remain unresolved may then be brought to the Britannia Executive Director in writing, who will call a formal Partnership Review meeting, involving relevant senior management, to formally address, document, and determine a resolution.
5. Conflicts concerning the Executive Director may be brought to the Britannia Board of Management Executive Committee in writing. Unless circumstances dictate otherwise, it is expected they will respond within a month.
6. Depending on the situation and implications of the issue in conflict, the Board of Management may assess whether it is appropriate to engage an independent mediator, and/or whether the situation requires amending or even discontinuing the partnership.
7. The Board of Management will have final jurisdiction over this decision, unless there is another legal mechanism, such as CRA rules or Human Rights legislation that may take or must take precedence in addressing the issue of the conflict.

Partnership Process Overview

In line with Britannia's Partnership Policy, this Process Guide provides a framework to Britannia's Board and staff in assessing, developing, implementing, and reviewing partnership agreements and activities.

Britannia Society may develop short or long-term partnerships in response to community priorities or because Britannia finds value in working collaboratively with other organizations. Decisions on whether to enter into partnerships are predicated on their fit with the guidelines and spirit of the Partnership Policy; with Britannia's legal obligations; with their adherence to stated human rights, equity, and reconciliation principles; and with the current capacity of Britannia to provide the needed human, physical, and financial resources.

The development and approval of Partnerships may also be influenced or determined at any given time by current priorities, evolving needs, or in response to critical issues or unforeseen circumstances.

Prior to the initiation of any formal partnership proposal, the idea must be endorsed by Britannia's executive director and supported by the program supervisor when relevant. All partnership proposals must ultimately be approved by the Board of Management, which may designate that authority to the executive director.

Types of Partnerships

In general, Britannia's partnerships fall under one the following categories:

Sponsorship Partners: Britannia may choose to sponsor activities or events at the Centre or in the community by providing certain resources and/or by publicly endorsing the activities or event in question. These sponsorships are generally time limited. If events or activities are recurring, Britannia's commitments are re-evaluated prior to each occurrence. The application and selection processes are outlined in Britannia's Sponsorship Policy.

Programming Partners: These partnerships can involve registered nonprofits or community groups and usually emerge around potential shared funding and program delivery opportunities. They may require a legally binding contract based on the terms of a funding agreement, or Britannia may develop a contribution agreement if the funding proposal in question is successful. This partnership may be initiated by Britannia based on an emerging funding and/or a collaborative program delivery opportunity, or a potential program partner may approach Britannia with an invitation to collaborate. The length of the partnership generally matches the term of funding available, which may include further contributions by either partner. Either partner may also terminate the agreement if they no longer wish to work together to deliver the program in question, or if there are insoluble problems between the partners. Specifics on appropriate notice for termination, cost recovery if appropriate, and further responsibilities for commitments related to funding should be included in the signed Partnership Agreement.

Administrative Partners: Britannia may at times agree to take on an administrative role for smaller community-based groups or organizations. Such a proposal must be assessed for legal and financial implications for Britannia, which may vary depending on whether the proposed partner is an informal group or is a separate society. In all cases, a Memorandum of Understanding should be signed, outlining commitments and expectations from both partners. Any such proposal must be supported by the executive director and Britannia's Board.

Collaborative Partners: These partnerships generally arise when Britannia and other nonprofits and/or community groups decide to work together on complex strategies or on joint initiatives. Partners will generally each contribute different resources towards achieving their mutual goals. Resources can include financial contributions, staff time, meeting or programming space, and administrative support. Collaborations can also include coordinating individual programs or activities to support community-wide goals. Groups involved are encouraged to sign a Memorandum of Understanding, outlining agreed to values and goals, joint expectations, and accountability mechanisms. They are unlikely to sign any form of contract unless jointly applying for or sharing funding.

Site Partners: Britannia's current Site Partners are the Vancouver School Board, the Vancouver Board of Parks and Recreation, the Vancouver Public Library, and the City of Vancouver. These partnerships are established and based on longstanding agreements. Based on the Britannia Renewal Project, site partnership agreements may need to be modified and new site partnerships with entities such as BC Housing may also be established. The processes for amending current agreements or adding new ones to reflect current realities, opportunities, and limitations will vary, depending on the location and land ownership in question. Partners sharing land use or physical space with Britannia will be expected to hold values similar to Britannia's and to fit with Britannia's priorities and activities. All such negotiations will involve Britannia's Board Executive or designate and the Executive Director. The Britannia Board of Management is responsible for final approval of all formal agreements.

Partnership Process Guide

Partnership Development Process

While all partnerships must adhere to the standards set out in the Partnership Guidelines, it is understood that each partnership will have unique aspects. Therefore, while these guidelines provide directions that reflect the spirit and intent of Britannia's overall vision and goals, they are intended to provide a framework which can be adjusted as needed to fit specific situations.

Initial discussions between Britannia and potential partners will likely be informal. This time can be used to evaluate in general terms why each would like to partner, the goals of each in working together, what resources might be needed, and to identify any problem areas they might need to address before proceeding.

Different types of partnerships will require different forms of assessment and approval before being endorsed and accepted by Britannia:

- Short-term and event-based arrangements will generally require less formal processes as they are adopted and implemented.
- Arrangements to support joint programming or activities will require a more in-depth assessment and development of formal partnership agreement or memorandum of understanding, particularly if shared funding is involved or if the agreement proposed has legal implications.
- Administrative arrangements will be handled at the senior staff and board level, with the level of assessment required dependent on the situation.
- Collaborative relationships will generally involve the participation of Britannia staff with those from other organizations and with community members as relevant. These generally entail mutually agreeing on values and goals without formal arrangements, although groups may agree at the outset to develop a memorandum of understanding, specifying roles and expectations assigned to various partners. Specific programming or activities undertaken in collaboration with others are to be assessed in the same manner as other programming partnerships and a memorandum of understanding or partnership agreement should be developed.

Partnership Development Steps

The following steps are generally followed when developing programming or organizational partnerships. Some of the considerations may also be relevant to assessing administrative or collaborative relationships. The steps and checklists provided can be adapted as appropriate:

1. An *expression of interest* is drafted in writing and shared with interested parties; this is a short summary of the proposal that should include who is involved, what is needed, what are the activities, when will activities take place, etc. The expression of interest will be shared with relevant Britannia committees, partners and community to see if there is support. It may be helpful to use the partnership intent letter that will be submitted to Britannia staff or committee(s).
2. Assess the proposal to determine the potential fit based on Britannia's criteria for partnering and mission alignment. It may be helpful to use the *Pre-Partnership Criteria and Checklist (Appendix A)* in making this assessment. If completed, keep a copy of the Checklist on file for reference when evaluating the partnership and related activities or programs.
3. It is incumbent on Britannia to exercise due diligence when financial or legal undertakings will be involved. This may include:
 - Reviewing the potential partner's relevant financial and accounting procedures.
 - Facilitating meetings between relevant staff or board representatives from both organizations.
 - Confirming that the group is in compliance with relevant regulatory bodies.
 - Seeking references from previous partners, if any.

4. Present the proposal to the relevant Britannia committee or senior staff for their feedback and endorsement. After incorporating any further input, the executive director presents the proposal to the Executive or Board for approval as required. The executive director becomes responsible for supervising further steps in developing a Partnership Agreement or Memorandum of Understanding as directed by the Board.
5. The executive director or designate then meets with the approved potential partners to begin the process of drafting the Partnership Agreement or MOU. Using the attached *Partnership Agreement Template (Appendix B)* may be helpful in this regard.
6. Before finalizing a formal agreement, Britannia and potential partners should determine if the proposed project or program requires securing funding, other resources, or other partners. Should that be the case, a schedule for doing so and for proceeding with next steps should be developed and agreed upon.
7. Once all relevant requirements are in place and a draft Partnership Agreement has been developed, it should be shared with relevant committees and internal staff (programming, finance, and administration) for final input. The final draft should then be presented to the Board for approval.
8. Both partners then sign the finalized Partnership Agreement.

Partnership Review Process

All of Britannia's formalized partnerships will periodically undergo a partnership review at a frequency appropriate to the length and complexity of the partnership. Upon formalizing a partnership at any level, a scheduled review frequency should be agreed upon and included in the signed agreement. The purpose of the partnership review is to:

- Assess what changes, if any, would improve the effectiveness of the partnership.
- Mutually agree upon any revisions to the existing Partnership Agreement that come out of the health check process due to emerging issues or organizational changes.
- Offer Britannia and partners the chance to reflect on the value of the partnership.

Partnership Health Check Process:

1. Britannia's executive director or designate takes responsibility to schedule a meeting time based on the agreed review schedule and through mutual consultation with the partner. The *Partnership Health Check Tool (Appendix C)* may help to guide the conversation. A formal record of the review meeting will be taken and shared with both partners. The meeting record will be kept on file for the duration of the partnership and longer if needed to comply with financial or legal obligations.
2. Any problem arising prior to the scheduled meeting should be handled immediately by the staff, supervisor, or executive director as appropriate, and addressed with the partner at the first opportunity. If the problem is serious or ongoing, the Conflict Resolution process will apply.
3. Any proposed formal amendments to the Partnership Agreement require approval by the Britannia Board Executive or designate. Agreed to changes to programs or activities require approval of the Executive Director or supervisor as appropriate.
4. Resulting changes to programs or activities should be evaluated over the next two months at minimum to ensure their effectiveness in addressing the identified problems. Further changes or adaptations may be proposed as needed.
5. Relevant data and documentation from review meetings should be kept for the purposes of informing future reviews and the final partnership evaluation.

Appendix A: Pre-Partnership Criteria and Checklist

Staff Name: _____

Date: _____

This form is designed to assist Britannia's staff and/or leadership in determining if a potential partnership is a good fit for Britannia and the community it serves. Once completed, the checklist should be reviewed and filed prior to entering a formal partnership agreement with a potential partner. The checklist explores key areas of consideration that can be determined through a combination of online research, informal information gathering, and initial conversations during the exploration or development phase of a partnership.

Reason for Partnership:

Provide a brief statement describing why this partnership is being considered.

Questions	Yes	No	Notes
1. Has this organization previously partnered with Britannia? If yes, please make a brief comment of success or challenges.			
2. Is the organization non-partisan?			
3. Is the organization's mission, activities, programming principles a good fit with those of Britannia Community Centre?			
4. Is this organization's work and reputation held in positive regard in the community?			
5. Does the organization have a positive reputation or track record of collaborating with others?			
6. Does the organization's current work benefit the communities of Grandview-Woodland and Strathcona?			
7. Does this organization's work provide complementary expertise and activities to better realize the purpose of the partnership?			

Appendix A: Pre-Partnership Criteria and Checklist

Questions	Yes	No	Notes
8. Does this organization have the internal resources and administrative capacity to support the project? • At the governance level • At the program level • At the financial oversight level • At the fund development level (time and ability to engage in a joint grant application process, if required)			
9. If any of these areas are lacking, does Britannia have the existing capacity and willingness to provide the required support to ensure the project's success?			
10. Based on the information above, is this partnership recommended to move to the next stage?			

Notes:

Appendix B: Partnership Agreement Template

The following checklist is a framework that can be used by Britannia senior staff and Board in developing and evaluating Partnership Agreements. The table contains descriptions of what content to consider along with prompts. Depending on the proposed partnership, senior staff can determine if certain clauses can be eliminated or if others need to be added.

For partnerships created around funding applications projects, Britannia and the proposed partner may develop a draft agreement based on initial conversations, with the understanding that once funding is secured it may need amending to reflect reporting requirements, financial implications, and/or communication protocols expected by the funder. It is advisable to develop and sign a separate Contribution Agreement outlining financial roles, responsibilities, and expectations.

	Prompts
Partnership Context	Background of project, partnership, and brief partner organization description including missions, values. 1. Who are the partners? 2. What is the mission alignment between the partners? 3. What project or initiative is generating this partnership? 4. How does each partner's involvement enhance the work of the other partner and benefit or enhance their own mission/mandates? 5. How will partnering bring a greater chance of success to project outcomes?
Shared Purpose & Anticipated Outcomes	Description of the purpose of the partnership and a list of outcomes the partners will mutually work towards. 1. Why are the partners coming together? 2. What is the project objective? 3. What shared outcomes does this partnership hope to achieve? 4. What individual partner outcomes may be achieved, if any?
Partnership Approach	Description of partner organization approaches and accompanying values or principles.
Partner Roles & Responsibilities	A detailed and specific breakdown of the roles and responsibilities of each partner, a list of key people linked to tasks, and points of contact. 1. If applicable, who is the lead administrative partner (in receipt of and responsible for the dissemination of funding dollars, providing physical space, and staffing resources)? 2. Which partner is responsible for which project task? 3. Which staff position is responsible for leading each task? 4. Who are the designated project points of contact or leads for partnership management? For project management? For financial questions? For facility/space questions/for program delivery questions?
Governance	Description of any communication, reporting or meetings with relevant committees, senior staff and or board members to ensure regular updates of partnership/project progress, as appropriate and in accordance with Britannia's existing practices.
Partnership Review Process**	Describes the process for undergoing partnership reviews including process and timeframes for partnership health checks (see <i>Appendix C: Partnership Health Check Tool</i>).

Appendix B: Partnership Agreement Template Kit

Resource Contributions	Description of financial, physical, and administrative resources provided by each partner and how these contribute to project outcomes and partnership functioning. 1. What resources will each partner provide? (i.e. funding, space, administration, etc.) 2. What is the process for the provision of each resource? (i.e. invoicing schedules, financial reporting schedules, etc.) 3. Who is the key contact within each partner organization to access these resources? (i.e. financial officer for budget report submissions, invoices, etc.)
Reporting Requirements*	Based on information in a funding or Contribution Agreement, describe how the partner will obtain the required financial, narrative, data outputs, and project monitoring information to ensure accountability to the funder and list key project timelines, milestones and assigned leads. 1. When are partner reports due to be submitted? 2. Who will the reports be submitted to? 3. How does the partner collect the reporting information? 4. How does the partner receive the reporting forms? 5. Who does the partner contact in the event of questions or challenges?
Communication*	Summary of confidentiality expectations; internal communication protocols, project points of contacts (pulled from Roles and Responsibilities as applicable), and external communication protocols (press releases, media contacts, branding/logos, funder communications). 1. What are the confidentiality protocols for this partnership/ project? 2. To maintain clarity and consistency of communication, who is the key point of contact for this partnership for each partner organization? 3. Based on organizational policies and/or funding requirements, what is the process for external communications relating to: branding, media, funder communication?
Conflict Resolution	Escalation procedures for conflict resolution with named representatives from each partner organization (project lead, supervisor, director, executive director, and board contact as applicable). 1. What is the mutually agreed upon conflict resolution process? 2. Who are the key partner staff contacts and positions responsible during each escalation phase?
Intellectual Property (if applicable)*	Each partner may have policies related to Intellectual Property rights. Clarify individual and/or joint ownership and rights as they pertain to project outputs.
Project End or Dissolution	Describes the timeline and process required for either partner to end the Partnership Agreement prior the noted terms of the partnership. 1. What are the basic steps needed from partners to finish the project? 2. What sustainability pieces, if any, need to be considered? 3. If the partnership needs to dissolve, what is the process? 4. What is the timeframe for notice to partner responsible to funder, transfer of data, and dollars required?

Adapted from Partnership Brokers in Action Workbook Tool 6: Collaboration or Partnering Agreement Checklist (Tennyson & Mundy)

*Content in these sections may need follow up discussion and updating once a funder contribution agreement is signed.

** See *Appendix C: Partnership Health Check Tool* for more information.

Partnership Agreement

Between

[Partner Organization Name and abbreviated reference] and
Britannia Community Services Centre Society, hereafter called “Britannia.”

1. Partnership Context

1.1 Shared Purpose and Anticipated Outcomes

The purpose of this partnership is for Britannia and [partner organization] to

Both partners will mutually work towards the following shared outcomes:

1.2 Partnership Approach

Britannia Community Centre is a resource to community organizations, groups, and individuals that provide for residents in Grandview-Woodland and Strathcona. This work involves entering partnerships with other local nonprofit organizations, public partners, collectives, and individuals. These partnerships should be documented with a written Sponsorship or Partnership Agreement that defines the relationship’s purpose and parameters. All of Britannia’s partnerships, no matter how focused or complex, are driven by the following values:

Social Justice and Equity

Britannia is grounded in a commitment to reconciliation through reciprocity and anti-racism by addressing social and historical inequities, as well as advocating and acting in collaboration with equity seeking community members. Britannia is committed to ongoing learning and actioning of decolonizing, anti-racist, and equitable practices by its staff, board, volunteers, and partners.

Transparency and Accountability

Transparency and accountability means that Britannia informs, involves, and includes community, participants, partners, members, and funders in its work. Britannia’s partnership processes include clear articulation of roles and responsibilities, communication methods, and partnership health check meetings.

Collaborative and Community-Centred

Britannia’s partnerships are vehicles to build bridges with individuals, networks, and agencies local to the Grandview-Woodlands neighbourhood, which benefit from each other’s expertise and resources to achieve increased impact of our mission, vision, and objectives as a Society.

Inclusive and Generous

Britannia strives to create partnerships with individuals, networks, and agencies that increase and promote inclusivity. Britannia’s partnerships leverage its resources where possible to assess and remove as many barriers to participation as possible, and therefore create equitable and open conditions for the local community.

Anti-Racism

Britannia is located on the unceded territories of the Musqueam, Squamish, and Tsleil-Waututh Nations, and we hold the heritage of these lands close in our everyday work. We aim to embrace Indigenous values and practices and are committed to reflecting Indigenous protocols, beliefs, and ways of being in our work. We thank those who came before us and who have guided our learning.

2. Partner Roles and Responsibilities

Britannia agrees to:

1.

[Partner Organization] agrees to:

1.

Key Contacts for Project:

Britannia			
Name and Title	Partner/Project Role	Email	Phone
[Partner Organization]			
Name and Title	Partner/Project Role	Email	Phone

2.1 Resourcing Contributions

Britannia agrees to:

[Partner Organization] agrees to:

2.2 Reporting Requirements

Britannia (or Lead Administrative Organization) agrees to:

[Partner Organization] agrees to:

[Enter in any reporting requirements as specified in a funding/contribution agreement]

3. Governance

[Enter relevant governing mechanism]

4. Communication

4.1 Confidentiality

Both partners agree to:

- Protect information that is specifically marked confidential and other material understood to be confidential in nature.
- Refrain from discussing/disclosing any Confidential Information with/to other staff, or with persons outside the organization except as authorized.
- Take reasonable care to prevent the examination of confidential material by unauthorized individuals.
- Not use Confidential Information with the intention to cause harm or detriment to Britannia's staff or Board or to any other person or body.
- Only use Confidential Information for the purpose for which it is intended.
- Only release information in accordance with established organizational policies and procedures

4.2 Partnership/Project Specific Communication

Both partners will initiate partnership or project-specific communication with the appropriate person identified in the Key Contact for Partnership table in Section 2 (Partner Roles and Responsibility). In order to reduce confusion, questions or concerns should be directed to the primary contact who will take responsibility to address the issues in question or to obtain any additional information required within the respective organizations. If a conflict has arisen, it will be addressed in accordance with the agreed to Conflict Resolution process.

4.3 External Communication

Both partners agree to:

[Enter in any external communication protocols as specified in a funding/contribution agreement]

4.4 Conflict Resolution

Should a conflict arise between Britannia and a partnering organization, a commitment to timely and respectful resolution will be modelled. Where differences arise, partners agree to a progressive process, with preference given to resolve issues at the level at which they occur.

The partners agree to:

1. Address their differences in a timely, open, and honest manner.
2. First, have those directly involved attempt to resolve the issue.
3. If that step is not successful, advise the designated person in each organization and request support to determine how to proceed. Depending on each group's practices and the issue involved, that next step will likely involve a supervisor, a senior administrator, or the executive director. From this step forward, all interactions should be documented in writing.

4. Conflicts that remain unresolved may then be brought to the Britannia Executive Director in writing, who will call a formal Partnership Review meeting involving relevant senior management to formally address, document, and determine a resolution.
5. Conflicts concerning the Executive Director may be brought to the Britannia Board's Executive Committee in writing. Unless circumstances dictate, it is expected they will respond within a month.
6. Depending on the situation and implications of the issue in conflict, the Britannia Board and/or the board or senior staff of the partnering group may assess whether it is appropriate to engage an independent mediator, and/or whether the situation requires amending or even discontinuing the partnership.
7. The Britannia Board and the governing body of the partnering group will have final jurisdiction for their organization over this decision, unless there is another legal mechanism, such as CRA rules or Human Rights legislation, that may take or must take precedence in addressing the issue of the conflict.

5. Intellectual Property (if applicable)

[Enter applicable organizational clause]

6. Partnership Review Process

Both partners agree to meet to review how the partnership is progressing at a frequency in accordance with the table below. The first Partnership Review meeting will take place on:

[Insert date]

Partner Type	Duration of Agreement	Suggested Review Frequency
Resource Sharing Partner	1 year or more	Annually
Programming Partner	1 year or more	Bi-Annually
Organizational Partner	1 year or more	Annually
Site Partner	Long-term >1 year	Annually

If a conflict or misunderstanding arises that prevents the successful implementation of project activities, both partners agree to address it immediately and not wait until the Partnership Review meeting. If necessary, refer to and follow the steps listed in Section 4.4 (Conflict Resolution).

7. Governing Law

This Agreement will, in all respects, be subject to and be interpreted, construed, and enforced in accordance with the laws in effect in the Province of British Columbia and the laws of Canada applicable in the Province of British Columbia.

8. Partnership Wrap Up or Dissolution

8.1 Project Wrap Up

The following steps and information are required at the end of the project:

- Final summary of revenue and expenses (as per funder requirements, if applicable)
- Final reporting (as per funder requirements, if applicable)
- etc.

8.2 Dissolution of Partnership

Either partner may terminate this agreement at any time during the terms herein by giving to the other ninety (90) days' notice in writing to that effect. At the expiration of the notice, this agreement shall terminate and have no further force or effect, save the return of any outstanding monies or resources with support documentation (budget, receipts, invoices, etc.) the lead partner is accountable for as per the funding contract and/or agreements listed under the Resource Contribution section.

Britannia Community Services Centre Society

Signature: _____

Name and Title: _____

Date: _____

[Partner Organization]

Signature: _____

Name and Title: _____

Date: _____

Appendix C: Partnership Health Check Tool

It is critical to make time to conduct health checks on partnerships, especially those that operate over extended periods of time. There are three major aims of a partnership review:

1. To assess what changes would improve the effectiveness of the partnership.
2. To agree upon any revisions to the Partnership Agreement that result.
3. To offer each partner the chance to reflect on the value of the partnership.

	Discussion Questions
Approach	1. Is the partner process well understood by both partners? 2. Do the communications and activities between partners reflect the guiding principles? 3. Are the project activities jointly designed and implemented where applicable? 4. Do partners feel they have a genuine voice at the table and that their contributions are respected?
Competencies and Behaviours	1. Do the individuals involved have the necessary skills and mindsets for the work? 2. Is there genuine engagement from each partner organization? 3. Is there enough (not too much) time allocated to partnership building? 4. Are partners flexible when needed and honest when constraints prevent flexibility?
Effectiveness	1. Is the Partnership well managed? 2. Does the partnership appear strong with appropriate communication methods in place? 3. Is Senior Management and/or Board buy-in and support present in each organization (as required)? 4. Are the appropriate systems in place to support the partner/project activities as outlined in the Resource Contribution and Roles and Responsibilities sections? 5. Are we on track? What needs tweaking?
Results and Productivity	1. Is the partnership outcome/output oriented? Are we doing what we said we will do? 2. Are partners achieving their individual organizational objective stated in the PA? 3. Is the partnership meeting the shared purpose and anticipated outcomes stated in the PA? 4. Is the partnership maximizing value to each organization? Is this partnership is an overall benefit not a liability? 5. Is the partnership achieving wider impact and/or influence in the community?

Adapted from Partnership Brokers in Action Workbook Tool 10 & 11: Guidelines for Review and Understanding Partner Success (Hundal & Tennyson)

Appendix D: Partnership & Sponsorship Proposal Form

Partnership & Sponsorship Proposal Summary



Our dream:

The wellbeing, sense of belonging, joy, and empowerment of everyone in our community.

To realize our dream:

We are stewards of spaces that support social connection, creativity, recreation, reconciliation and the realization of the full potential of people and communities.

In partnership with our communities, we create integrated programs, services, and opportunities on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔt (Tsleil-Waututh) Nations.

To meet the aspirations of the Society, partnerships with Britannia provide a broader range of support, such as: space, outreach, staffing, and community building. For more information about Britannia's partnership model, visit: britanniacentre.org/ (link to be created)

Program Proposals

If you are interested in offering a particular program, please complete the program proposal form. It will be reviewed by the relevant recreation programmer.

www.britanniacentre.org/database/files/library/Program_Proposal_Fillable_Form_2019_.pdf

Partnership Proposals

If you are interested in a partnership with Britannia, please tell us a bit about your idea, yourself and the community you serve in the form below. This will help us better understand how we can support you. We will share this information with our staff and committees to see if there is support for your idea. It will take us 2-4 weeks to get back to you. If you do not hear from us by then, please do not hesitate to contact Cynthia Low at 604.718.5815 or by email at cynthia.low@vancouver.ca.

Name:

Organization (if applicable):

Email:

Phone number:

Date:

1. Please provide a brief description of the activity or event, including the title, estimated attendance, and budget (including revenue sources).

Appendix D: Partnership & Sponsorship Proposal Form

2. **What kind of support do you need from Britannia? Please include the preferred time, date, and space size, as well as equipment, staff support and funding required..**
3. **Please tell us a bit about yourself and your group. Let us know if you are a registered non-profit, how long you have been around, what you do, etc.**
4. **How did you find out about Britannia and what is your current involvement with the Society?**
5. **How will this activity enrich the Grandview Woodland, Strathcona and Downtown Eastside neighbourhoods?**
6. **How does this activity fit with Britannia programming principles of inclusion, diversity, equity and reconciliation?**

Appendix D: Partnership & Sponsorship Proposal Form

8. Please complete the following:

	Yes	No
Activity is open to the public	☐	☐
There will be a fee to participate	☐	☐
We are familiar with Britannia programming principles	☐	☐
We are working with one of the committees at Britannia	☐	☐
We have received support from Britannia in the past	☐	☐

9. What other information would you like us to know:

Please check to ensure you have included the following:

- ☐ Brief description of the activity
- ☐ Budget for the activity

Type of support needed:

- ☐ Space
- ☐ Funding
- ☐ Staff/Administrative support
- ☐ Equipment
- ☐ Letter of support

Please submit completed summary and any attachments, to:

Cynthia Low, Executive Director
Britannia Community Services Centre
1661 Napier Street, Vancouver BC, V5L 4X4

Email: cynthia.low@vancouver.ca

T 604 718 5800 **F** 604 718 5858