Britannia's Partnership Policy and Process Guide

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Policy Purpose

Britannia's Community Partnership Policy & Process Guide is clearly documented and consistently communicated to all individuals, groups and institutions involved in or interested in getting involved in Britannia, including Board, staff, partners, and community members. This Guide sets out the strategic direction for partnerships and supports Britannia's other strategic and operational directions, obligations and priorities. These expectations are designed to help partnerships realize the Society's constitution while balancing the missions of all partners.

The objectives of the Society are:

1. Develop and encourage new arrangements for coordination and integration of community services provided by a variety of agencies and individuals.
2. Provide a centre for social action, a place where people meet to discuss local area and neighbourhood problems and work together to solve them.
3. Advocate and support Reconciliation in collaboration with Indigenous peoples within the mandate of the Centre and in the context of historical, social, and systemic inequities for Indigenous Peoples.
4. 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.
5. 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.
6. Provide the local citizens with access to all programs and services in the Centre.
7. Sponsor, and where necessary operate, programs and services in the community; and,
8. Ensure that the necessary staff and facilities are available to achieve the above.

In partnership with our communities, we create integrated programs, services, and opportunities on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səl̓ilwətaʔɬ / sel̓íl̓witulh (Tsleil-Waututh) Nations.

This policy is used for partnerships projects and activities involving sharing of resources, longer term activities, funding or staffing needs. Examples include: Collaborating on a special event like Stone Soup, the Mother's Day Traditional Pow Wow or a series of Farmers Markets.

This policy is not for single events just requiring use of space such as a birthday party, family ceremony or community meeting. These requests can be addressed through rental agreements,

Britannia's Partnership Approach

Britannia's origin is grounded in community engagement and realized through a unique partnership with the City of Vancouver and the Vancouver School Board. In this partnership, "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." 1982 Letter of Agreement between City of Vancouver, Vancouver School Board and Britannia Community Services Society. The facility and adjacent grounds are publicly owned assets with administration and programming supported by public funds from the City of Vancouver.

In the beginning of 2020 Britannia had a over 60 active partnerships which included;

The Community Partnership Policy and Process Guide is intended to support Britannia's partnership approach. In partnership with our communities, Britannia has an open, formal, and robust partnership relationship-building process by which the partnership policy and directions are set and adjusted, as needed. It is Britannia's responsibility to ensure that grass roots partners, individuals and groups are supported to enter into this process. This policy and guide is intended as a guide for community to have access to resources, information and services. Where necessary Britannia will provide supports that builds community and capacity, while as an organization we learn how to decolonize existing systems.

With community members, organizations and institutions we work to create integrated programs, services, and opportunities on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səl̓ilwətaʔɬ / sel̓íl̓witulh (Tsleil-Waututh) Nations.

Accordingly, this policy is based on a commonly understood set of objectives that collectively define the partnership's ultimate mission and vision while supporting Britannia's Dream to support social connection, creativity, recreation, and reconciliation in the realization of the full potential of everyone in the community.

> **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.

The Community Partnership Policy and Process Guide presents formal mechanisms that exist to guide partnerships in their relationship-building, development, and communication of strategic, operational, and financial change-related directions/decisions/actions. As a complex community centered society managing public assets and funding it is our responsibility to support community access to public assets and that there are mechanism that ensure partnership policy, relationship-building practices, and process/plans remain current and relevant to changing circumstances. They are closely tied to Britannia's strategic priorities.

Strategic Objectives

Empower people and communities.

> Share facilities, services, and resources. Engaging in grassroots community activities. Supporting voices in the community.

Embracing Indigenous values and practices.

Reflecting Indigenous protocols, beliefs, and ways of being and acknowledging the continued impacts of colonization. Inviting leadership and guidance from the local Indigenous community. Expand programming by Indigenous people.

Offering low barrier programs, services, and opportunities.

Identifying and breaking down barriers to participation. Ensuring we are safe, welcoming, and accessible to all. Dedicating time and resources to reach out to underrepresented and marginalized communities.

Nurturing creativity in inclusive spaces

Offering programming and unprogrammed spaces where people are free to pursue their interests. Supporting innovative projects in arts, culture, and community development. Increasing programming by Indigenous people and people of colour.

Developing and strengthening partnerships.

Working collaboratively with community partners to provide integrated, holistic service provision. Supporting and incubating grassroots community organizations and projects. Sharing space, resources, and support with local non-profit partners. Developing and nurturing cross-sectoral partnerships.

Operational Objectives

Enhancing organizational capacity includes:

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

Financial Objectives

Britannia must operate in accordance with a range of legal, regulatory, policy and other compliance requirements including Britannia policies, procedures, directives, and other authorities.

Definitions

The diversity of the types of Partnerships includes:

- **Site Partners** – legally binding, long term, mutual, shared funding, responsibilities
- **Organizational Partners** – long term, mutual vision and goals, collective responsibility
- **Programming Partners** – legally binding, project based, shared funding and responsibilities.
- **Resource Sharing Partners** – short term, share space, mutual benefits, and responsibilities.

- **Sponsorships**

Partnership Development Process

Values

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 into partnerships with other local nonprofit organizations, public partners, collectives, and individuals. These partnerships are to consist of a written sponsorship or partnership agreement which defines the relationship's purpose and parameters and what the parties and the public can expect. All of Britannia's partnerships, no matter how focused or complex, are driven by the following values.

Social Justice and Equity

Britannia's partnerships are grounded in a commitment to Reconciliation and Anti-Racism and addressing social and historical inequities by advocating and acting in collaboration with equity seeking community members. Britannia is committed to ongoing learning and actioning of decolonizing, anti-racist, and equitable practice of their staff, board, volunteers, and partners.

Transparency and Accountability

We inform, involve, and include our community, participants, partners, members, and funders in our work. Britannia's partnership processes include clear articulation of roles and responsibilities, communication methods, and partnership health check meetings. These policies and processes are taught to our staff and shared with our partners and are available for review on Britannia's website.

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. Through assessing and seeking to remove as many barriers as possible to participation, Britannia's partnerships leverage its resources where possible to create equitable and open conditions for the local community.

Anti-Racism Statement

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.

Shared Purpose and Anticipated Outcomes

Flowing from a clearly stated set of values, Britannia and partners can work together 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. Clear, well-communicated outcomes and performance metrics are to be developed to ensure consistent service delivery while measuring impacts and support course-corrections, if need be.

The following key expectations support these developments:

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

Britannia and partners are to develop, establish, and review expected results and metrics to ensure its partnership processes include clear articulation of roles and responsibilities, communication methods, and partnership health check meetings. These policies and processes are taught to our staff and shared with our partners and are available for review on Britannia's website.

Partnership Approach and Planning

The establishment of clear plans and priorities, supported by a process to regularly update these plans enables partnerships to effectively manage programming, resources, etc.

Accordingly, the following practices are expected for more complex and formalized partnerships (i.e Programming, Organizational, Site):

1. For New or Emerging Partners: Conduct the Pre-Partnership Criteria and Checklist, a tool to determine a potential fit based on Britannia's criteria for partnering and mission alignment.
    a. Seek Committee and/or Board approval, as required, based on existing policies and procedures.
    b. If potential fit is determined, explore further viability of a successful partnership using Partnership Development Guiding Questions, a tool which will assist conversions between potential partners to determine key considerations and gather critical information that will ultimately make up a formalized Partnership Agreement.
    c. If there are concerns or challenges raised, continue discussions to determine needs and capacity building opportunities.
2. Complete a signed formalized Partnership Agreement using the Partnership Agreement Template Kit, a tool which contains a template that can be used for formal partnership agreements that covers essential partnership planning components such as:

    i. Partnership Context
    ii. Shared Purpose and Anticipated Outcomes
    iii. Partnership Approach
    iv. Partner Roles and Responsibilities
    v. Resourcing Contributions
    vi. Reporting Requirements*
    vii. Governance
    viii. Communication*
    ix. Conflict Resolution
    x. Intellectual Property (if applicable)*
    xi. Partnership Review Process**
    xii. Project End or Dissolution

Recommendations & Tools

- Definition of Types of Partnerships
- Pre-Partnership Criteria and Checklist
- Partnership Agreement Template Kit

Administration, Coordination and Oversight

Partner Roles and Responsibilities

All partners have different assets, abilities and strengths where necessary partners will work together and support each other to realize the partnership to benefit the community. Collectively, Britannia and partners should have clear delineation of roles, responsibilities, and accountabilities to support effective coordination/collaboration for meaningful, relevant and effective outcomes. This section ensures that all parties are aware of and uphold their responsibilities.

- **Roles and Responsibilities:** Roles and responsibilities for operations, oversight, and reporting requirement activities are established, clearly defined, and consistently implemented. Partnership specific Roles and Responsibilities are outlined in signed Partnership Agreements under Section 2
- **Accountabilities:** Organizational, partnership, and individual key contacts and accountabilities are clearly established so that there is a clear understanding of who is accounting for what and to whom, outlined in the signed Partnership Agreement**.**

Partnership Governance

Governance and decision making processes enable Britannia and partners to work together to set directions based on needs, expected results, and metrics. Effective and informed governance and decision making bodies and/or practices exist to allow for the discussion, setting, and monitoring of directions (priorities, plan, policies), decisions, and results. This sets out the accountability and decision making holders for the partnership.

Resourcing Contributions & People Management Practices

Britannia and partners should have a strong complement of trained staff and volunteers that receive the necessary support, training, and feedback to achieve the expected results of the partnership. The set of people management practices are required as follows, who does what when:

- **Competency Management:** Identify required competencies for key roles and 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 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 in place mechanisms to support the expected outcomes and build capacity for programming and service delivery.

Communication

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. Britannia endeavours to maintain 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.

Efficient, open, and transparent information and communication channels with partners, communities, and members help ensure program service delivery.

- **Internal Communications:** Open, defined, and effective channels exist for internal communications in support of decision-making, coordination, feedback, and oversight for partnership and/or project specific communication, including confidentiality.
- **External Communications:** Open, defined, and constructive channels exist for external communications and engagement in support of direction-setting, awareness, coordination, and reporting.

Both partners will initiate partners or project-specific communication with the appropriate person identified in the *Key Contact for Partnership* table in Section 2 (*Partner Roles and Responsibility).* Information, questions, or concerns should be directed to the primary contact who will obtain any additional information required within the respective organizations, where possible in order to reduce confusion with the exception for moving through the Conflict Resolution process which may require senior staff or executive member participation. Furthermore, there are processes to address conflict resolution amongst partners.

Internal Communications

Open, defined, and effective channels exist for internal communications, in support of decision-making, coordination, feedback and oversight.

- Regular meetings are held to discuss operations, including issues, challenges, changes, and key decisions.
- Decisions taken 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.

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 any other person or body.
- Only use Confidential Information for the purpose it is intended to be used.
- Only release information in accordance with established organizational policies, procedures and legal obligations (FOIPA)

External Communications

Defined, open, and constructive two-way communication channels exist for external communications and engagement, in support of direction-setting, awareness, coordination, and reporting. Partners agree to enter in any external communication protocols as specified that relate to the following:

- Processes and mechanisms exist to enable engagement and consultation with members of the community, in support of long-term policy and program direction-setting.
- Consistent and clear communication channels exist to convey information to various external audiences.
- Clear pathways exist to resolve issues and concerns as needed.

Communication Recommendations & Tools

Depending on the types of partnerships:

- Reports to Britannia Board
- Partnership Review Process Table
- Partnership Health Check Tool

External Communications
- Annual report on partnerships
- Identify types of partnerships
- Narrative/stats on partnerships

Partnership Review Process and Management

To effectively manage and report on its partnerships, programming and service delivery, Britannia requires partners to participate in the partnership review and management processes, including collection of key data and information. Sound controls in this area outline the processes, governance, policies, standards, and tools needed to consistently define and manage its implementation work.

- **Data Collection:** Data information is collected to support the management and accountability of its reporting requirements.
- **Information Systems:** Information systems and electronic tools are in place and consistently operationalized to meet information and reporting needs.

Britannia staff are to collect relevant data to analyze its ability to foster and maintain successful partnerships using the Pre-Partnership Criteria and Checklist, the Partnership Review Process and Partnership Health Check Tool.

Any data relevant to partners specific funders, operational partners or sponsers will be outlined in a signed Partnership Agreement, under Section 2.2 (Reporting Requirements).

Risk Management

Efficient risk management processes are needed to proactively manage any potential risks that could negatively affect Britannia, community members and partners' safety, integrity and reputation. The objective is to deliver programs that serve the community and meet indemnification requirements so that all activities at Britannia will be appropriately insured. The following practices are therefore required:

- **Risk Analysis:** Following City of Vancouver standardized methods, processes, and guidance to allow for routine, comprehensive analysis, communication, and use of risk information in support of decision-making and oversight.
- **Risk-Informed Decision-Making:** Risk information is constantly used to inform key decisions regarding partnerships and programming.

Financial Accountability

To properly manage and safeguard the collective resources held by Britannia and partners, financial controls need to be in place and be operating effectively in the partnership to deliver programming and service delivery. This includes a suite of controls followed by the partners with respect to the following:

- **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 is timely and consistent with the established process.
- **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 is in support of monitoring and decision-making and external reporting is in support of accountability.
- **Fraud Detection:** Mechanisms 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.

Conflict Resolution

Should a conflict arise between Britannia and a partnering organization, a commitment to timely and respectful resolution is to be modelled. Where differences arise, partners agree to:

1. Address their differences in a timely, open, and honest manner.
2. Attempt to resolve issues at the staffing level at which they occur.
3. If not successful, advise respective supervisors in writing (via email) of the situation and request support to inform possible resolution or participate in a joint meeting to determine a satisfactory outcome.
4. Should the conflict continue, a formal Partnership Review meeting will be called, involving relevant senior management to formally address, document, and determine a resolution.
5. Unresolved conflicts may be brought to the Executive Director in writing and will be responded to within a timeframe reflective of the urgency.
6. Conflicts concerning the Executive Director may be brought to the Board of Management Executive Committee in writing and will be responded to within a month.

7. The Board of Management will have final jurisdiction over this agreement.
8. Depending on the situation and (status, importance, value?) The Board of Management assesses whether engaging an independent mediator is appropriate, to assess the collaboration and/or the situation.

Reporting Requirements

Britannia is responsible for ensuring that its operations and partnerships are well-managed, and that suitable management practices and controls are in place and working. To this end, management requires mechanisms to actively monitor its own practices and results so that it can take early and effective remedial action in areas where significant deficiencies are encountered, or improvements are needed.

Britannia is committed to ongoing learning and quality improvement to nurture and further develop its partnerships. In addition to implementing regular Partnership Review meetings that provide opportunities for course corrections during ongoing partnerships, Britannia is to conduct periodic Organizational Partnership Evaluations (this evaluation still needs to be designed). Britannia will conduct high level partnership evaluations 18 months after implementing the updated policies and processes in accordance with the Partnership Policy Implementation Plan and then at 3-year intervals going forward. 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 will be compiles, shared, and where possible suggestions will be integrated into developing improved practices.

Monitoring Mechanisms

Key elements of an effective monitoring systems include:

- **Financial and Operational Monitoring:** Britannia has efficient and meaningful mechanisms to monitor its financial and operational performance levels.
- **Monitoring of Results:** Mechanisms exist to follow-up and confirm that partnerships, programming, and service delivery are delivered as intended, with the intended 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. Describe actions if a deviation of process occurs, such as when the procedures are not followed.
- **Independent Review and Advice:** Mechanisms are in place to independently review the management practices and long-term results.

Partnership Review - Engagement and Learning

Management requires meaningful and efficient mechanisms to engage partners so that their perspectives, needs, and experiences are captured and understood. Mechanisms are needed to reflect on, 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.

- **Engagement:** Formally established mechanisms are in place to collaborate and gain meaningful input from Board and staff, partners, and community members.
- **Reflection and Integration Mechanisms:** Britannia has formal mechanisms to reflect on and integrate the experiences of Board and staff, partners, and community members into the design, implementation, and management of their services.

Other Reporting Mechanisms

Reports provide a means of describing performance and comparing actual results against expectations. Effective reporting also provides important insight to support course correction, if necessary, in support of continuous improvement.

- **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.

Recommendations & Tools

Organizational Partnership Evaluation
Partnership Policy Implementation Plan

Partnership Process Guide and Tools

Partnership Development or Application Process

Prior to entering a formal (signed contracts or agreements) partnership Britannia staff or representatives will ensure the following steps are taken aligned with the type of partnership defined above.

Resource Sharing Partnerships: These partnerships are otherwise referred to as *Sponsorships* at Britannia. There is an existing application and selection process that is outlined in Britannia's Sponsorship Policy which remains current and continued to be referred to here.

Programming Partners: These partnerships usually emerge around potential shared funding and program delivery opportunities and become legally binding based on the terms of a funding agreement or contribution agreement upon a successful funding proposal initiative. Based on an emerging funding and/or collaborative program delivery opportunity, a potential program partner is identified by Britannia staff, or a potential program partner approaches Britannia with an invitation to collaborate. Below are process steps to be taken prior to formalizing an agreement:

1. Complete the Pre-Partnership Criteria and Checklist to determine a potential fit based on Britannia's criteria for partnering and mission alignment.
2. Seek Committee and or Board approval, as required based on existing policies and procedures.
3. If potential fit is determined, set a meeting with potential partners to further explore viability of a successful partnership while at the same time beginning to draft a Partnership Agreement. This can be done using the Partnership Agreement Template Kit
4. Pursue the funding opportunity.
    a. If funding application is not required, proceed to drafting a formal Partnership Agreement (PA)
5. Draft the Partnership Agreement based using Template to be shared with partners and relevant internal staff (Finance and Admin, designated partnership broker and lead program staff)
    a. NOTE: if partnership is dependent on successful funding, the finalizing of the Partnership Agreement will wait until relevant clauses, requirements, and instructions are inserted based on the signed Funding Agreement/Contribution Agreement by the lead partner.
6. Finalize Partnership Agreement with both parties signing.

Organizational Partners:

1. Complete the Pre-Partnership Criteria and Checklist to determine a potential fit based on the criteria for partnering and mission alignment.
2. Potential Org Partner submits request in writing to….
3. Information on Financial and Space use presented to the appropriate Committee

for approval.

4. Draft the Partnership Agreement based using Template to be shared with partners and relevant internal staff (Finance and Admin, designated partnership broker and lead program staff)
5. Finalize Partnership Agreement with both parties signing.

Site Partners: Britannia's Site Partners include the Vancouver School Board, Vancouver Parks and Recreation Board, the Vancouver Public Library, and the City of Vancouver. These partnerships are established and based on longstanding agreements, therefore there is no current process for the development or application to become a new site partner. Based on the City of Vancouver's' Britannia Renewal Project, this may need to be revisited later and would likely follow the step identified under Organizational Partner with some additional considerations regarding land use and physical space sharing the priority for Britannia and its Site Partners is to undergo a comprehensive review process to determined continued alignment and to update the formal agreements on file to reflect current realities, opportunities, and limitations.

Partnership Review Process

All of Britannia's formalized partnerships will periodically undergo a Partnership Review Process at a frequency appropriate to the length and complexity of the partnership. The purpose of the Partnership Review is to:

1. Assess what changes, if any, would improve the effectiveness of the partnership;
2. 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; and,
3. Offer partners the chance to reflect on the value of the partnership to its own agency.

Suggested Frequency for Scheduled Reviews

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

NOTE: Due to the variety of partnering activities for Resource Sharing Partners, it is up to the discretion of the assigned staff person in consultation with their supervisor the frequency for a scheduled review. This process is more relevant to partnerships such as ongoing subsidized rentals, ongoing free use of space for activities, ongoing administrative or personal support, etc. Also Programming Partners duration will often be determined by the length of a funding agreement. Again, the use of discretion for partnerships that may be less than a year can be used.

Partnership Health Check Tool Process:

1. Upon formalizing a partnership at any level, a scheduled review frequency will be agreed upon and included in the signed agreement.
2. Britannia staff will schedule a meeting time based on the review schedule above and through mutual consultation with the partner.
3. Britannia staff can use the Partnership Health Check tool to guide the conversation.
4. Senior staff should be present or advised of the meeting in the case of Programming, Organizational and Site partners
5. If a problem arises prior to the scheduled meeting, staff in consultation with their supervisor, should address the challenge with the partner right away. (following the Conflict Resolution process if needed)
6. Do not wait for a scheduled review to bring up ongoing problems.
7. Relevant data from review meetings will be documented and kept for the purposes of informing Britannia's Organizational Partnership Evaluation

Tools

1. Pre-Partnership Criteria and Checklist
2. Partnership Agreement Template Kit
3. Partnership Review Health Check Tool

Additional Documents

1. Partnership Policy Implementation Plan
2. Assessment Plan

Pre-Partnership Criteria and Checklist

Staff Name:
Date:

This form is to be completed by Britannia's staff and/or leadership to assist in determining if a potential partnership is a good fit for Britannia and the community it serves. This Checklist should be completed and put-on file prior to entering a formal partnership agreement with a potential partner (other non-profit, or local community group/collective) for a new project or initiative. The purpose of this checklist is to explore some key areas of consideration 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):			
Question/Criteria	**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 partner organization non-partisan?			
3. Is this partner's mission, activities, programming principles a good fit with those of Britannia Community Centre?			
4. Is this partner's work and reputation held in positive regard in the community?			
5. Does this partner have a positive reputation or track record of collaboratingl with others?			
6. Does this partner's current work benefit the people, families, or community of Grandview			

Woodlands and Strathcona?			
7. Does this partner's work provide complementary expertise and activities to better realize the purpose of the partnership?			
8. Does this partner have the internal resources and administrative capacity to support the project? a. At the governance level b. At the program level c. At the financial oversight level d. 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 to provide the required support to ensure the project's success?			
10. Other?			
11. Based on the information above, this partnership recommended to move to the next stage?			

Partnership Agreement Template Kit

This is a list of potential headings to build out a Partnership Agreement (PA) template for Britannia Community Center. Some categories will likely already have current language in existing Letters of Agreements or Memorandums of Understanding that can be used here (i.e., Intellectual Property, Confidentiality clause, Governing Law, Insurance etc.). The table below contains a description of what content is to be entered under each heading along with a set of potential prompting questions to elicit the required information. These questions are not reflective of an exhaustive list. The answers should be summarized in the Partnership Agreement Template in draft form until a time it can be finalized and signed by both partners. Not all headings may be required for every partnership. In consultation with senior staff, please determine if certain clauses can be eliminated or if others need to be added.

NOTE: For partnerships created around funding applications projects, it may be advisable to have a draft PA ready based on initial conversations. However, once funding is secured and a Contribution Agreement is signed by the lead partner, this PA may need amending to reflect reporting requirements, financial implications or communication protocols pertaining to funder expectations outlined in the Contribution Agreement.

Heading	Description of Content and Prompting Questions
Partnership Context	Background of project, partnership, and brief partner organization description including missions, values. Prompting Questions: 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 and Anticipated Outcomes	Description of the purpose of the partnership and a list of outcomes the partners will mutually work towards Prompting Questions: 1. Why are the partners coming together? 2. What is the project objective? 3. What shared outcomes will 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 and Responsibilities	A detailed and specific breakdown of which partner is doing what and a list of key people linked to tasks and as a point of contact. Prompting Questions: 1. If applicable, who is the lead administrative partner (in receipt of and responsible the dissemination of funding dollars, or providing significant physical space and staffing resources)? 2. Which partner is responsible for what project task? 3. Who is responsible for leading each task (referred to as title) is doing what? 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?
Resourcing Contributions	Description of financial, physical, and administrative resources provided by each partner and how required to ensure project outcomes and partnership functioning. Prompting Questions: 1. What resources will each partner provide? (dollars, space, administration, etc.) 2. What is the process for the provision of each resource? 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, project monitoring information to ensure accountability to the Funder and list key project timelines, milestones and assigned leads. Prompting Questions? 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?
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.

Communication*	Summary of confidentiality expectations; internal communication protocols – project points of contacts (pulled from Roles and Responsibilities, as applicable) and external communication protocols (press release, media contact, branding/logos, funder communication) Prompting Questions: 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, Board contact, as applicable) Prompting Questions: 1. What is the mutually agreed upon conflict resolution process? 2. Who are the key partner staff contacts and position responsible during each escalation phase?
Intellectual Property (if applicable) *	Britannia's basic Intellectual Property clause as application to project outputs
Partnership Review Process**	Describes the process for undergoing partnership reviews including process and timeframes for partnership "health checks." Prompting Questions: SEE PARTNERSHIP HEALTH CHECK TOOL
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. Prompting Questions 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? Timeframe for notice to partner responsible to funder, transfer of data, dollars required.

Adapted from Partnership Brokers in Action Workbook Tool 6: Collaboration or Partnering Agreement Checklist by Ros Tennyson & Julie Mundy.
*Content in these sections may need follow up discussion and updating once a funder contribution agreement is signed.
** See the 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.

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 consist of a written Sponsorship or Partnership Agreement which 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's partnerships are grounded in a commitment to Reconciliation and Anti-Racism and addressing social and historical inequities by advocating and acting in collaboration with equity seeking community members. Britannia is committed to ongoing learning and actioning of decolonizing, anti-racist, and equitable practice of their staff, board, volunteers, and partners.

Transparency and Accountability
We inform, involve, and include our community, participants, partners, members, and funders in our work. Britannia's partnership processes include clear articulation of roles and responsibilities, communication methods, and partnership health check meetings. These policies and processes are taught to our staff and shared with our partners and are available for review on Britannia's website.

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. Through assessing and seeking to remove as many barriers as possible to participation, Britannia's partnerships leverage its resources where possible to create equitable and open conditions for the local community.

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 Council or any other person or body.
- Only use Confidential Information for the purpose it is intended to be used.
- Only release information in accordance with established organizational policies and procedures

4.2 Partnership/Project Specific Communication

Both partners will initiate partners or project-specific communication with the appropriate person identified in the *Key Contact for Partnership* table in Section 2 (*Partner Roles and Responsibility).* Information, questions, or concerns should be directed to the primary contact who will obtain any additional information required within the respective organizations, where possible in order to reduce confusion. Except for moving through the Conflict Resolution process which may require senior staff or executive member participation.

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:

1. Address their differences in a timely, open, and honest manner.
2. Attempt to resolve issues at the staffing level at which they occur.
3. If not successful, advise respective supervisors in writing (via email) of the situation and request support to inform possible resolution or participate in a joint meeting to determine a satisfactory outcome.
4. Should the conflict continue, a formal Partnership Review meeting will be called, involving relevant senior management to formally address, document, and determine a resolution.
5. Unresolved conflicts may be brought to the Executive Director in writing and will be responded to within a timeframe reflective of the urgency.
6. Conflicts concerning the Executive Director may be brought to the Board of Management Executive Committee in writing and will be responded to within a month.
7. The Board of Management will have final jurisdiction over this agreement.
8. Depending on the situation and (status, importance, value?) The Board of Management assess whether engaging an independent mediator, is appropriate, to assess the collaboration and/or the situation,

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

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.

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 at any time 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

Signed:

____

Name and Title

____

Date:

[Partner Organization]

Signed:

____

Name and Title

____

Date:

____

Partnership Health Check Tool

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

1. To assess what changes would improve the effectiveness of the partnership.

2. To agree upon any revisions to the Partnership Agreement that come out of the health check process or due to emerging issues.

3. To offer partners the chance to reflect on the value of the partnership to its own agency.

Area of Discussion	Questions or Discussion Points
Approach	1. Is the partner process well understood by both partners? 2. Does the communication and activities between partners reflect the guiding principles? 3. Are the project activities jointly designed and implemented where applicable? 4. 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?
Efficiencies/ Effectiveness	1. Is the partnership being 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? – 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)