SMALL CENTRE TOOLKIT

COLLABORATIVE SYSTEM DEVELOPMENT

BUILDING PARTNERSHIPS

MARCH 2019

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ACKNOWLEDGEMENTS

As we collectively strive to understand the historic and ongoing relationship between settlement and the land on which we are located, AAISA respectfully acknowledges that the province of Alberta is comprised of Treaty 6, Treaty 7, and Treaty 8 territories, and is the traditional lands of First Nations and Métis peoples.

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Note: Throughout this document, clicking on underlined text will direct to various websites and resources.

INTRODUCTION

This section of the AAISA Small Centre toolkit will provide small centre settlement Service Provider Organizations (SPOs) with resources intended to build cross-sector and government relationships. Collaborative engagement across non-profit sectors, as well as strengthened government relationships, is a proactive approach that has immense potential to benefit any not-for-profit organization. Across Alberta's small centre settlement organizations, there are a multitude of compelling reasons for collaborative engagement with other non-profit organizations and various levels of government. For example, in times of crisis, such as changes in government that may negatively impact the settlement and integration sector, having strong cross-sector partnerships and relationships with government can help to better equip settlement organizations to effectively negotiate changing political climates and advocate for changes to public policy while ensuring that the organization continues to robustly fulfill its mandate.

This toolkit section provides a series of resources developed by other organizations that offer reasons, frameworks, and steps to develop relationships with government and cross-sector partnerships. Although many of the resources do not specifically focus on settlement agencies, the tools provided can be utilised to develop any partnerships with organizations and strengthen government relations.

RESOURCES

GOVERNMENT RELATIONSHIPS

Report: <u>Deliberate Relationships Between Government and the Non-Profit Sector: An Unfolding Picture</u>

This report provides an overview of relationships between the government sector and the non-profit/voluntary sector with a focus on "deliberate relationships." Deliberate relationships are defined as targeted strategies developed intentionally rather than relationships that exist through regular interaction. The report provides a comprehensive list of "factors for success" and an overview of "what success looks like" in a relationship, the current context of relationships between government and the non-profit sector, challenges for both sectors in building relationships, an overview of relationships between governments and the non-profit/voluntary sector across a number of countries, the driving forces of these deliberate relationships, and an outline of the mechanisms and processes that have built these relationships.

Podcast: <u>The Small Non-profit Podcast: Government Relations 101 with Chris Holz</u>

This 40-minute podcast explores government relations with non-profit organizations. The podcast provides an introductory episode on non-profit organizations and how to build relationships with various levels of government decisions makers. Moreover, the podcast teaches listeners about the foundations of government relations, how to build government relations into the practice of a non-profit organization, and how non-profits can develop relationships with different levels of governments before a crisis happens (such as any government changes that can have a negative effect on the functions of the non-profit). The podcast then overviews how organizations can be proactive in setting up their funding with government, including how to better understand the needs of government. Lastly, the podcast provides guidance on how to translate information from the government while keeping the objectives of the organization in mind.

CROSS-SECTOR PARTNERSHIPS

Article: Collective Impact

This article outlines the concept of collective impact. In particular, the article introduces five conditions of collective impact: common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations. Through the five conditions outlined in this article, organizations will be better able to provide an initial understanding on how to confront large and complex problems to funders, other non-profits, government officials, civic leaders, and business executives.

Blog: Strategies to Ensure Partnerships Thrive

This blog post outlines five points for creating effective partnerships in an organization, specifically focusing on how to form deeply effective partnerships. The five points identified in this blog include: how to find "natural partners", how to share an equal commitment, how to document formal and informal contributions/relationships, learning how to establish clear expectations in relationships, and how to reconfirm these expectations regularly.

E-Learning Guide: Partnerships: Frameworks for Working Together

This easy to use online e-learning guide provides community-based organizations a how-to on forming effective partnerships. This guide defines the components found in effective partnerships, the different forms of partnerships, the steps to establishing effective partnerships, and how to manage and bring closure to partnerships.

Guidebook: Good Governance: A guide for Directors of Canadian Foundations

This "plain language" guide introduces the topic of "foundation governance" and describes the core governance roles and responsibilities for directors of Canadian charitable foundations through a legal perspective and in the context of an organization with a public benefit purpose. This resource employs a broad governance framework to guide board members in defining and fulfilling their roles, including a section on red flags that directors need to be aware of. Lastly, the guide provides practical information and resources for further research and self-assessment.

Guidebook: Partnerships: Frameworks for Working Together

This guidebook was developed for non-profit organizations that want to establish and manage partnerships. The guidebook helps organizations in identifying why effective partnerships are important, the key steps to establishing effective partnerships and how to manage these partnerships in the long-run, and the different forms of partnerships. This resource also includes templates for organizations to evaluate their partnerships and/or develop new ones.

Guidebook: Understanding the Options: Collaboration Models for B.C. Immigrant Serving Agencies

This helpful guide was created by the Affiliation of Multicultural Societies and Service Agencies of British Columbia (AMSSA) for settlement agencies. The guide identifies collaborative service delivery models by providing a summary of research in collaboration models, such as the main reasons to collaborate with other organizations, obstacles and keys to success, and outlines a summary of collaboration issues specifically related to the settlement sector.

Series of Resources: Advancing the Art of Collaboration (Stanford Social Innovation Review)

This website provides a series of resources on collaboration for non-profits and organizations. These articles elaborate on collaboration that is based on trust. Trusting relationships are emphasized as the key to reaching a broader audience, sharing the risk involved in experimentation, and accomplishing far more than a single organization could alone.

Series of Resources: Board Development Program – Information Bulletins

The Government of Alberta provides a series of publications for non-profit board members to help improve skills and gain knowledge in board governance through this series of resources. These resources can provide guidance with activities such as advocacy, developing policy, roles and responsibilities, strategic planning and governance, and writing a grant proposal.

Tool: Partnership Self-Assessment Tool

This questionnaire is a tool for service organizations to evaluate the partnerships they have established and assists with identifying the strengths and weaknesses of the partnership, and steps that a service organization can take to improve their collaboration process.

Tool: Building Corporate Relationships: A Toolkit for Non-profits

This toolkit was created by the Government of Alberta for non-profit organizations on how to build and manage relationships. This tool outlines keyways to build trust and confidence in a non-profit organization partnership with the corporate sector. Although the focus of this toolkit is the corporate sector, the same approach can be used to build new, or enhance existing funding relationships, with individual donors, foundations, governments, and other organizations.

Webinar: Building Innovative Partnerships That Work

The Affiliation of Multicultural Societies and Service Agencies of British Columbia (AMSSA) has put together a webinar that explores the theoretical and practical ways to build and strengthen partnerships. The webinar outlines different types of partnerships, including cross-sector partnerships (LIPs model), donors and recipients' partnerships, collaboration partnerships, strategic alliances (e.g. shared programming), cost-sharing/grant matching, funding alliances, and integration.

Webinar: Diversify Your Funding: Grant-Seeking and Building A Social Enterprise

This webinar developed by the Affiliation of Multicultural Societies and Service Agencies of British Columbia (AMSSA) provides individuals working in non-profits with an introductory framework on how to diversify funding for their organization. This introductory webinar explores two methods for diversifying organization funding, including grant-seeking and building a social enterprise.

PUBLIC POLICY ADVOCACY TOOLS FOR CHARITIES

News Post: New Public Policy Advocacy Rules for Charities

This news post from Imagine Canada answers important questions regarding Canada's federal government rules to govern charities' public policy advocacy.

Series of Resources: Running A Non-Profit Organization

These resources provided by the Government of Alberta offer guidance on how to run a non-profit organization with various informative links and publications.

Series of Resources: Start and Grow A Social Enterprise

This link provides a series of resources that the Government of Canada has put together to assist for-profit and not-for-profit organizations. This resource provides assessment frameworks, business planning, starting an organization, managing, marketing and promoting, regulations and taxation, financing, and support for organizations are provided.

Tool: Checklists for Charities

The Canada Revenue Agency has several **checklists of obligations for registered charities** and a resource manual called Maintaining Charitable Registration.

Website: Charity Central

This website provides guidance for charities on charity law in Alberta and includes an abundance of information, modules, FAQS, resources, information on how to become a registered charity, and links for bookkeeping, fundraising, and receipting.