



Community Development Education Program

Community Building through Partnerships





Presentation Overview

1. **Overview of the Spectrum for Working Together**
2. **Partnerships: Definitions, Advantages, Disadvantages and Models**
3. **Considerations for Building Effective Partnerships**
4. **Success Stories**



The Spectrum of Methods for Working Together



The Spectrum of Methods for Working Together

- Sharing & Cooperation – share information and cooperate on an issue
- Collaboration – groups agree to actively work together for a specific purpose and collective effort lasts only as long as the particular activity



Sharing

Cooperation

Collaboration

Partnerships

Incorporation



The Spectrum of Methods for Working Together

- Partnership – association of independent groups who formally agree to work together on an on-going basis around common interests & objectives
- Incorporation – when the shared interests of the member groups and their objectives require a legal arrangement



Sharing

Cooperation

Collaboration

Partnerships

Incorporation



**Partnerships: Definitions,
Advantages, Disadvantages
and Models**



What is A Partnership?

A partnerships is a relationship where two or more parties, having compatible goals, form and agree to share the work, the risk and the results or proceeds of their collective effort.

Partnership implies the sharing of decision-making, risks, power, benefits and burdens. It should add value to each partner's respective services, products or situations.

Source: Frank, Flo and Anne Smith (1997), *The Partnership Handbook*, Minster of Public Works and Government Services Canada



When Does A Partnership not Exist?

- There is just a gathering of people who want to do things
- There is an appearance of common ground but, in reality, many agendas exist
- There is tokenism insofar as the given relationships are based strictly on appearances
- One person or group drives the entire process



What are Some Advantages?

1. Partnerships bring comprehensive approaches to community issues because they promote “doing things together”
2. Partnerships often improve relationships between diverse groups and extend ownership to a greater number
3. Partnerships can improve communication, as well as, facilitate inclusion of groups that are typically excluded from decision-making processes
4. Partnerships are often a good response to funding and program requirements as they can be designed to use limited resources effectively



What Are Some Challenges Inherent to Partnerships?

1. People have different values and interest, which makes agreement on goals and procedures difficult
2. Problematic power and status differentials exist and often produce conflict among partners
3. There are many disincentives to moving forward or to empowering others
4. Budgets sometimes decrease when they are being shared



Four Models of Partnerships

1. Consultative or Advisory: Formed to receive public input around change or to gather ideas for future policies
2. Contributory: Formed to benefit the work of a community organization
3. Operational: Formed for work-sharing purposes where one partner retains control but the others can influence decision-making
4. Collaborative: Formed to share resources, risks and decision making



Scope of Partnership Models

1. Horizontal Partnerships – within a particular community, organizations and institutions collaborate around the development of community plans, etc.
2. Vertical Partnerships – collaboration between communities and entities that are outside the community (both public & private entities).
3. Larger Scale Partnerships - different communities collaborate across the country (e.g. Vibrant Communities).

Source: Tamarack Institute: <http://www.tamarackcommunity.ca/g3s5f.html>



Considerations for Building Effective Partnerships



An Overview of the Building Process

- 1. Involve stakeholders**
- 2. Establish one-to-one relationships and degrees of involvement**
- 3. Clarify the goals, roles and responsibilities for each organization**
- 4. Identify the resources that are required and those that are available**
- 5. Conduct S.W.O.T analysis of operating environment**



An Overview of the Building Process

6. Build on points of agreement when devising an action plan
7. Learn about each other's organizational culture
8. Encourage organizations to retain their identities
9. Assess, adjust and move on
10. Celebrate every success, large and small



An Overview of the Building Process

11. Establish procedural ground rules

- How will decisions be made?
- Who will speak for the group?
- Confidentiality
- How will information be distributed?
- Consider putting agreements in writing

Source: Community Tool Box, University of Kansas: <http://ctb.ku.edu/>



Questions to Consider When Ending a Partnership

1. What have been the major successes of the partnership?
2. What can be done to acknowledge all the hard work?
3. Who needs to be recognized – inside & outside the partnership?
4. How will the history of the partnership be recorded?

Source: Frank, Flo and Anne Smith (1997), *The Partnership Handbook*, Minister of Public Works and Government Services Canada.



Success Stories



Victoria CRUNCH

Problem: Downtown facing critical challenges

- Feeling the “crunch” from cutbacks and downloading of services
- Unused commercial space and perception that downtown streets were unsafe

Solution: Build new relationships across sectors

- Multi-sectoral collaboration: Service providers, Aboriginal groups, business community and local government
- Moved beyond “culture of blame”
- Formed working groups to achieve priorities in the following areas (Safety, health, housing, economic development, food, resource sharing)

Source: Caledon Institute of Social Policy. *CRUNCH: Improving Victoria's Downtown Core*. April 1999.



Community Partners for Healthy Downtown and the Prince George Community Planning Council

Problem: Downtown facing critical challenges

- Panhandling, the sex trade and vandalism
- Substance abuse and weekend issues associated with the concentration of bars in the downtown
- Distrust between social service providers and business community

Solution: Borrow Victoria CRUNCH model and work on building trust, partnerships and a long term plan

- The business community, RCMP, municipality and social service agencies collaborated to address downtown issues
- Formed a code of conduct for the downtown
- National Crime Prevention Strategy included Prince George in their current work on collaborative communities



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S P A R C B C

The logo for SPARC BC features the letters 'S P A R C B C' in a bold, blue, serif font. The 'C' is stylized with several blue stars of varying sizes and curved lines radiating from its top right, suggesting a starburst or fireworks effect.