

Major Paper Assignment

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Executive Summary

This research paper investigates how the City of Coquitlam's Parks, Recreation, Culture and Facilities department can form partnerships with non-profit organizations to build healthy communities and active citizens. The importance of this research area lies in the potential for such partnerships to create opportunities for addressing community needs and increasing citizen participation. Operationalizing key terms, such as benefit, partnership, nonprofit organization, healthy communities, and active citizens, is necessary to clearly define these concepts in the context of the research.

The literature review examines the process of partnership formation, such as aligning vision and goals, creating mutually beneficial agreements, and implementing sustainable practices. The review also explores the benefits for municipalities, nonprofits, and communities, as well as areas of controversy, including sustaining partnerships over time and control over programming. Gaps in the literature include the lack of Canadian content and the need to explore other types of partnerships.

The methodology overview describes the use of interviews, general public observations, and content analysis to gather data for the research. The research findings and analysis suggest creating a common goal, building partnerships on flexibility, applying a benefits-based approach to fees and charges, and clear and consistent communication as effective strategies for partnership formation.

Based on the research, recommendations include establishing a clear mission and vision statement for the partnerships, develop a communication plan with key performance indicators, hold regular check-ins and evaluations to ensure effective communication, implement a formal benefits-based approach to fees and charges, build flexibility into partnership agreements and develop evaluation and procedures for unsuccessful partnerships. Overall, this research highlights the potential for partnerships to build healthy communities and active citizens, and suggests strategies for effective partnership formation that can benefit municipalities, nonprofits, and communities.

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Introduction

This research paper explores how the City of Coquitlam can implement partnerships with nonprofit organizations to benefit its community and citizens. This topic was selected to support the City of Coquitlam achieve its goals laid out in the Strategic Plan, which states the importance of creating partnerships to create healthy communities and active citizens (City of Coquitlam, 2019). Given that partnerships are a priority to the City of Coquitlam, it is evident that more can be accomplished when organizations come together over shared interests or mutual benefit. This research highlights how to create those partnerships and discusses some best practices, areas of development, and the benefits of creating partnerships.

Research Question

The research question this paper explores is: how can the City of Coquitlam's Parks, Recreation, Culture and Facilities department form partnerships with non-profit organizations to build healthy communities and active citizens?

Importance of Research Area

Beyond the City of Coquitlam, partnerships between nonprofits and municipality parks and recreation departments are becoming more and more common. However, because it is such a specific area and type of partnership, there is little research on exactly how to achieve these partnerships and sustain them for the benefit of the community. Because of this, this research is vital in setting up municipalities and nonprofits alike, for successful partnerships.

Operationalizing Key Terms

Below are the definitions of several key terms that will be used throughout the research. Each term is defined and contextualized within the City of Coquitlam for the purpose of this research.

Benefit

The term benefit will refer to the gained ability, resources or capacity to provide a higher standard and/or offering of recreation service along with other positive results that come from these partnerships (Wollenburg et al., 2013). In this paper, benefits will be measured using anecdotal evidence from other research in the field on this topic along with conducting interviews and content analysis to determine key aspects that improve from these partnerships. Moreover, supplementing the anecdotal benefits by looking at statistical evidence like increases in participation in community recreation and increases in program offerings as a result of these

partnerships. Quantitative data will be provided through statistics collected from City of Coquitlam programs along with non-profit organizations who are willing to share their data.

Partnership

For this research, a partnership is characterized as a joint agreement, where two groups work together for a common goal and mutual benefit (Casey, et al., 2009). Common goals will refer to the development and building of healthy communities and active citizens (Coquitlam, 2019). The partnership will be primarily between community-based nonprofit organizations and the City of Coquitlam's Parks, Recreation, Culture and Facilities Department. Research shows that these groups support one another through monetary support, fundraising, marketing, advocacy, supplying workers/volunteers, maintenance of programs/facilities, and more (Pitas, et al., 2022).

Nonprofit Organization

The term nonprofit organizations refer to organizations that are non-governmental and do not work for a profit. Jones et al write, "unlike the private for-profit sector in which collaboration is driven primarily by financial imperatives, nonprofits are formed around a defined social mission" (2020, p.270). In other words, community-based nonprofit organizations have an altruistic approach which comes with positives and negatives. For one, this means that the mission of a nonprofit will not be overtaken by making money or meeting the bottom line (Jones et al, 2020). However, it can also mean other influences like religion/biases, limited resources, and more. In Coquitlam, these organizations range from SHARE Family and Community Services Society to Coquitlam Metro-Ford Soccer Club (CMFSC) and many more. However, the specific nonprofits will be defined clearly before exploring their roles in the specific partnerships referenced.

Healthy Communities and Active Citizens

The term healthy communities and active citizens refer to the ways in which the City of Coquitlam can create vibrant, engaged and wellness within its citizens and communities. The terminology comes from the City of Coquitlam's Strategic Plan and is summarized as "encouraging all citizens to be active through a wide range of recreational activities in our facilities, parks, and trails" (City of Coquitlam, 2019, p. 11). The City plans to achieve this through "partnerships to provide enhanced and elite opportunities" (City of Coquitlam, 2019, p. 11). The success of this strategy is measured by, "participation in recreation activities, paid

admission to all recreation facilities, citizen satisfaction, number of block parties” (City of Coquitlam, 2019, p. 10) and several others. Healthy communities produce active citizens by cultivating community ties through programs and services for all which produces public benefits by connecting people more deeply to the fabric of the community. This sense of connectedness makes communities livable and desirable” (National Recreation and Park Association, n.d., para. 2).

Background and Context

About the City of Coquitlam

The City of Coquitlam is in the Lower Mainland Region of British Columbia. It is surrounded by two cities, Port Moody and Port Coquitlam, which make up the Tri-Cities area of the Lower Mainland (NewtoBC, 2018). Coquitlam is also bordered by New Westminster, Burnaby and Surrey, making it well-connected to the rest of the region (NewtoBC, 2018). The geography of the region is made up of mountains, waterways, and forests. Coquitlam is made up of urban and suburban areas with an increase in urbanization in many parts of the city. Coquitlam has seen a lot of growth and development over the past several decades. Ever-increasing immigration trends and urbanization are two major factors for how Coquitlam is growing and changing at the rate that it is. The population of Coquitlam has grown in recent years to around 150,000 people, which according to the 2021 Canadian Census is about a 7% increase since 2016 (Statistics Canada, 2023). According to census data from 2016, the Lower Mainland Region was home to almost 80% of all immigrants coming to British Columbia (NewtoBC, 2018). Of that number, Coquitlam was home to about 6% (NewtoBC, 2018). The three top countries of immigrant origin include: China, Iran and South Korea (NewtoBC, 2018). English is the top language spoken in Coquitlam with Mandarin, Korean, French, Farsi, and Cantonese also represented (Statistics Canada, 2023). The average age for Coquitlam is around 40 years old, putting many of the residents in and around their working years (Statistics Canada, 2023). Overall, Coquitlam is a highly diverse city, with many different cultures and people groups represented.

The City of Coquitlam’s vision statement recognizes the importance of, “sustaining a high quality of life for current and future generations, where people choose to live, learn, work and play” (2019, p. 5). Moreover, the City’s mission statement values “to serve the public interest through the open, fair and accountable local government with a focus on leadership,

innovation and community priorities and strengths” (2019, p.9). To achieve both statements the City has laid out five strategic goals. Each of these goals shares the common trend of establishing partnerships with community organizations (City of Coquitlam, 2019). Specifically, the recreation goals include partnerships as a solution to increase participation, improve the quality of programs, provide high-performance opportunities for residents, and so much more (City of Coquitlam, 2019). Overall, building partnerships allows the City of Coquitlam to better serve the public’s interest and address community priorities, particularly in the area of recreation.

About the Researcher

Paul Radnidge has worked in the Parks and Recreation field for over a decade in various capacities. Much of his practice has been through the City of Coquitlam’s Parks, Recreation, Culture and Facilities Department, where he worked as a Parks Partner Program Leader. As a recreation professional and civic employee, it is Paul’s role to provide meaningful recreation opportunities, programs, and services. Paul believes that these opportunities need to address the concerns, needs, and values of all residents in the community. According to research, there is recognition of the need for partnerships between nonprofit organizations and municipal programs in order to address the gaps in service delivery (Frisby, et al., 2004).

This research was conducted with the support of Chris Siddaway, Community Partnership and Policy Manager at the City of Coquitlam. Chris has been in the Parks and Recreation field for over 20 years with diverse experience across many service and program areas some of which are sports, events, seniors, youth and children. Chris provides leadership to a team of professionals who support the City’s Parks, Recreation, Culture and Facilities department through the development of policy, strategies, research and agreement development. Chris’s outlook on municipal partnerships is innovative as he strives to meet the ever-changing and diverse needs of the community through partnerships with different organizations.

Literature Review

Looking into the existing literature on the subject is needed before researching it further. Reviewing the literature shows that there are two main areas to divide the supporting evidence into. The first is, how to form partnerships and the second is the benefits that come from forming partnerships. The supporting evidence has been reviewed and summarized below. Following this, areas of controversy are highlighted as well as gaps that exist in the literature.

Supporting Evidence: Partnership Formation

Three main areas are discussed throughout the literature on partnership formation in municipalities. This research outlines how to form partnerships with three main points: aligning vision and goals of each partner, creating mutually beneficial agreements, and implementing sustainable practices.

Aligning Vision and Goals

Research shows that aligning the vision and goals of both parties in a partnership is often one of the first steps to creating a successful partnership (Graham & Mollenhauer, 2011; Government of British Columbia, n.d.). If each member of the partnership does not want to achieve the same or similar goal, then the partnership will not be effective (Keers & van Fenema, 2018). This is exactly what one nonprofit discusses at the outset of its “Partnership Toolkit” (Collaboration Roundtable, 2001). In this document, the definition of a partnership is provided as, “A relationship where two or more parties, having common and compatible goals, agree to work together for a particular purpose and/or for some period of time” (Collaboration Roundtable, 2001, p. 2). In other words, the goals of the partnership must be put at the forefront of the formation. Similarly, the Government of British Columbia encourages municipalities to consider “Each party's vision for the proposed service, and the extent to which the visions can be made to match one another” (n.d., para.14). before entering a partnership. This highlights the importance of considering the values and goals of the partnership so that it can accomplish exactly what it sets out to achieve.

Another aspect of aligning goals is how the partnership should be mutually beneficial to both parties; where each brings unique resources and expertise to the table, and each gets a want/need met. Bianca Keers and Paul van Fenema’s research discusses how partnerships today, “imply a form of collaboration aimed at pursuing common goals while leveraging joint resources and capitalizing on the respective competencies and strengths of the public and private partners” (2018, p.862). In other words, both parties come together with whatever resources or tools they have to complete a common goal (Keers & van Fenema, 2018). This is not just in the research, partnership to achieve common goals is encouraged by the Government of British Columbia (Government of British Columbia, n.d.).

Creating Mutually Beneficial Agreements

Creating agreements is often the next action when starting partnerships, and research shows that there are several key steps to consider through this process (Pitas et al., 2020; Pongsiri, 2002). Some of these partnerships are made with formalized agreements where specific, legal parameters are placed on each party involved and need to be followed (Pitas et al., 2020; Pongsiri, 2002; Government of British Columbia, 2012). Research shows that a significant amount of risk management must happen in order to create these agreements (Forrer, et al, 2010; Pongsiri, 2002; Keers & van Fenema, 2018). These partnerships must follow legal steps in negotiating the partnership agreement, implementing specific policies for decision-making, creating procedures to evaluate the effectiveness of the partnership and identifying who is in charge of the partnership (Forrer et al, 2010; Pongsiri, 2002; Ministry of Municipal Affairs, 1999). Other partnerships are less formal. In informal partnerships, municipalities and nonprofits do not have legal documents that they follow but still have rules and agreements. Whether the partnership is informal or formal, it needs to be created to be sustainable which is the final important factor in the formation of partnerships.

Implementing Sustainable Practices

For a partnership to succeed, it needs sustainability measures built into its formation (Pongsiri, 2002; Keers & van Fenema, 2018). Research consistently points to open communication as an important factor of partnership sustainability (Graham & Mollenhauer, 2011). There should be effective communication and transparency between partners to establish clear expectations and accountability (Graham & Mollenhauer, 2011). This could look like finding the balance between the autonomy of each partner and the collaboration required to achieve the desired outcomes. It is essential to have a flexible approach that allows for adaptations and adjustments throughout the partnership's lifecycle. Lastly, there should be an evaluation process to assess the effectiveness and impact of the partnership which can inform future decisions and improvements (Collaboration Roundtable, 2001).

Supporting Evidence: Benefits of Partnerships

Because the research is focused on how to form partnerships to benefit communities and individuals, supporting evidence was gathered in the field to prove the importance of partnerships for both the partners involved and for the communities and citizens that live within municipalities with partnerships. The benefits are divided into two sections: benefits for municipal and nonprofit partners and benefits for communities and Individuals.

Benefits for Municipalities & Nonprofits

Partnering with nonprofits can lead to a better understanding of community needs through a bottom-up approach, resulting in more inclusion of diverse demographics in municipal programming (Diers, 2014; City of Toronto, 2018). For example, the City of Toronto places a high value on their partnerships with nonprofit organizations to learn about specific community needs (City of Toronto, 2018). This is demonstrated in the “Toronto Senior Strategy” which was co-created with insight from local nonprofits working with seniors (City of Toronto, 2018, p.2). This approach made the city more inclusive of diverse demographics and was made possible through the partnership with the nonprofit.

Nonprofits can achieve more when they enter partnerships with municipal governments (Baldwin & Zonruiter, 2019). Studies have found that partnerships which are founded on intentional collaboration, have a greater benefit to the community (Baldwin & Zonruiter, 2019). As an example, the Ministry of Health in British Columbia states that “successful partnerships are developed by identifying win-win strategies, common values and program activities, and by sharing responsibilities, accountabilities, resources and information” (2015, p. 15). Some examples of the win for nonprofits include tax subsidies, affordable space rentals/shared use agreements, fee waivers, advertising and more (City of Toronto, 2018). Each of these supports pushes nonprofits closer to achieving their goals.

Benefits for Communities

Partnerships between municipalities and nonprofits can inspire individual residents to become more active and healthier, with research supporting the benefits of partnerships for promoting healthy lifestyles (Casey, et al., 2009; Wollenburg et al., 2011; City of Toronto, 2018; Pitas et al, 2022; BC Ministry of Health, 2015). Communities and individuals benefit from partnerships in areas such as physical and mental well-being, economic stability, community connectedness, Indigenous reconciliation and more (Casey, et al., 2009; BC Ministry of Health, 2015; City of Toronto, 2018). Partnerships with school districts have been shown to promote youth health and development and efficient resource use (Gill, 2018). Maximizing reach and benefits for all members of the community through partnerships will be crucial in building healthy communities and active citizens, as outlined in the City of Coquitlam’s strategic plan (2019).

Areas of Controversy

There are two main areas of controversy that arose in the research of partnerships between nonprofits and municipal parks and recreation departments: partnership sustainability and control over programming.

Sustaining Partnerships Over Time

Sustaining nonprofit-municipal recreation partnerships over time is controversial due to questions about their long-term feasibility (Keers & van Fenema, 2018). Several factors contribute to controversies, including lack of effort from one party, misaligned values and missions, and funding and resource constraints that nonprofits face, which impact sustaining partnerships with municipalities (Keers & van Fenema, 2018). For example, limited and unreliable government grants and other funding sources make it difficult for organizations to plan and implement programs over the long term (Powers et al., 2022). Changes in staffing, leadership and government policies can also impact partnerships' sustainability, resulting in a shift in priorities and a reduction in funding for recreation programs, affecting established relationships and communication channels between partners (Powers et al., 2022). Additionally, nonprofit organizations and municipalities' missions can evolve and differ over time, leading to conflicts and challenges in maintaining partnerships and effectively meeting communities' needs (Mowen & Kerstetter, 2006).

Control Over Programming

Nonprofit-municipal recreation partnerships can face controversy over programming control. This has also been called an imbalance of power by some researchers (Altman-Sauer, et al., 2001). Research shows that nonprofits may feel limited in their control over programming, leading to dissatisfaction and potentially ending the partnership (Mowen & Kerstetter, 2006; Powers et al., 2022). The City of Coquitlam and the YMCA partnership faced a program control controversy, with the YMCA wanting to use their fee structure but the city prioritizing similar costs across all facilities. Negotiations resulted in residents being able to pay the city's drop-in rate for limited hours per week (Tiel, 2022). This example shows how nonprofit organizations may have to give up some control of their operations due to municipal partnerships.

Gaps in Literature

There are two main gaps: most of the literature is based outside a Canadian context and the existence of different types of partnerships in the discourse that are not between nonprofits and municipalities.

Not Canadian Content

There are several instances where Canada is represented in the literature; it is a far smaller representation compared to American research. This affirms the need for study in a Canadian city like Coquitlam in future research. The Canadian and specifically Coquitlam context is important when considering nonprofit-municipal recreation partnerships because of the unique political, cultural, and societal norms that exist. These factors can influence the formation, implementation, and success of partnerships between nonprofits and municipal parks and recreation departments.

Other Types of Partnerships

There is ambiguity in the operationalization term “partnership”. Most of the research is clear on whether it is a nonprofit partnership however, some still need to state exactly the type of partnership. Partnerships can also be with corporations or other for-profit businesses. When looking at developing best practices within municipal-nonprofit partnerships it can be beneficial to look at similar partnerships between municipalities and other types of organizations such as healthcare organizations or park foundations (Pitas et al., 2020). For instance, the Coquitlam Corporate Partners 2022, which is a document that outlines all the partnerships within the city, is directly targeting corporations to partner with the City of Coquitlam, not nonprofits (City of Coquitlam, 2022A). This research can help inform the need for and importance of partnerships, but it is limited because it does not explore the specific experiences and needs that nonprofits have during these partnerships.

Best Practices

Some best practices that consistently come up through the research for forming partnerships between municipalities and nonprofits are as follows: collaborating with community-based nonprofit organizations, creating formal agreements, and focusing on the benefits that can come from forming partnerships.

Collaborating with Community-Based Nonprofit Organizations

The first best practice is to be specific with who to partner and local organizations have shown to be beneficial. This decision is best made when goals, values, and mission statements are made clear by both parties. Then, municipalities can investigate the community for partnership opportunities or vice versa. The City of Toronto's Parks, Forestry and Recreation department partners with community organizations, such as the Boys and Girls Club of East Scarborough, to build public amenities and programming that serve local communities. This collaboration allows the City to leverage the expertise and resources of non-profit organizations to provide more diverse and targeted programming (City of Toronto, n.d.). When finding partners, it is also important to note to leverage existing networks of partnerships. The City of Montreal's Sports and Recreation department partners with existing community networks, such as neighborhood associations, to build partnerships with non-profit organizations. By leveraging these networks, the department can build partnerships that offer services that are more closely aligned with the needs and priorities of local communities (City of Montreal, 2023).

Create Formal Agreements for Partnerships

Creating formal agreements is a best practice because they protect both parties in a partnership, ensure that the work laid out before them has specific parameters to be achieved and create plans in case the partnership needs to be terminated (Pitas et al., 2020; Keers & van Fenema, 2018; Pongsiri, 2002). These agreements can take on a variety of formats and approaches, especially depending on the type of partnership agreement and who is involved. A local example of this best practice is in the City of Vancouver, which created an accessible format for partners to understand agreements and make the process sustainable for all involved. The City of Vancouver's Park Board has developed a partnership agreement template to guide the development of formal agreements with non-profit organizations. This template includes clear goals, roles, and responsibilities for both parties, as well as provisions for evaluation and monitoring. (City of Vancouver, 2017).

Creating Partnerships for Desired Outcomes

Focusing on mutually desired outcomes that come from partnerships makes forming them smooth and sustainable. Several potential areas that come up in the research to obtain desired outcomes through partnerships include: resource sharing, supporting equity and inclusion, investing in diversity and multiculturalism, striving for Indigenous truth and reconciliation, and pushing for the inclusion of all abilities and ages (Pitas et al., 2020; City of Calgary, n.d.; BC

Ministry of Health, 2015;). Each of these areas is a great place to start a partnership because they benefit specific groups of people and the overall community. For instance, The City of Calgary's Parks department has made equity and inclusion a priority in its partnership development. The department has established a Diversity and Inclusion Working Group to ensure that partnerships are making programs and services more accessible and relevant to all members of the community. (City of Calgary, n.d.)

Methodology Overview

The three methodologies used for primary research are interviews, general public observations, and content analysis. These three forms of primary research provide depth and variety that contribute to the overall strength and validity of the research. Provided within each overview of the methodologies are a rationale for why it was selected, a discussion of how it impacts the research, and specific examples of how that methodology is applied for research.

Interviews

Rationale

Interviews provide in-depth, detailed, first-hand accounts to be analyzed. This information is key to understanding how partnerships operate, what makes them succeed and what challenges exist for them (VPI, 2018). The interviews that are collected were from people directly involved in municipal-nonprofit partnerships in Coquitlam and neighboring regions of the Greater Vancouver Area. One downside of using interviews is that they are time-consuming and only provide one perspective on the topic. Thus, other methodologies must also be used to supplement the research.

Interviews in Research

Interviews are a valuable form of primary research as they provide first-hand accounts from a variety of people involved in partnerships in differing capacities (Virginia Polytechnic Institute and State University, 2018). These interviews were conducted with key members of the organizations including stakeholders, staff, volunteers, and community leaders. Interviews can provide a more in-depth understanding of the perspectives and experiences of those involved in partnership building, which can inform recommendations for successful partnership formation.

There were eight interviews with staff and volunteers from both the City of Coquitlam staff and several nonprofit staff. Below is a brief overview of who was interviewed, what organization or municipality they work for, and their position in the organization.

1. Jamie Ayson-Banico, City of Coquitlam: Recreation Facility Supervisor - Community Services
2. Kate Brown, City of Coquitlam: Plans & Policies Coordinator
3. Cameron Nakata, City of Coquitlam: Sport Services Program Attendant
4. Igor Bjelac, Immigrant Link Centre Society: Executive Director
5. Maria Bamba, City of Coquitlam: Community Services Coordinator
6. Sara Maglio, Coquitlam Metro-Ford Soccer Club: Executive Director
7. Wondy Chan, City of Coquitlam: Acting Cultural and Community Event Supervisor
8. Marie Lopes, Vancouver Board of Parks and Recreation: Coordinator Arts, Culture & Engagement

Further details about the interviews can be found in Appendix 1A. All the interviews were conducted in a semi-structured interview format on Microsoft Teams or on Zoom. Interviewees were prepared by providing emails that explained what the topic area was, how their experience could help answer the research question and what types of questions would be posed. See Appendix 1B for the specific questions asked in each of the interviews. Questions differed based on the role that the interviewee had; there are two sets: one for municipal staff and one for nonprofit staff. The responses from each participant varied and provided an in-depth look into how partnerships are formed, how they operate, and why they are beneficial. One thing to note is that the discussions sometimes did not follow the exact outline of the interview questions depending on the main factors of time constraints of the interviewee, flow of the discussion, and previous responses that related to the question. See Appendix 1C for the interview transcripts which have been transcribed to include essential details in summary form to answer each question.

General Public Observations

Rationale

General public observations are an important area of primary research because they include the public's perspective and experiences on what is being studied. The rationale for using observation as a method of research is that it offers tangible evidence directly from the field.

Witnessing the dynamics, interactions and realities that are not always presented in interviews or within relevant content can fill the gaps in the research (University of Guelph, n.d.).

General Public Observations in Research

General Public observations as a form of primary research allow for the observation of current programs and activities offered by the City of Coquitlam's Parks, Recreation, Culture and Facilities department. This method provides a wealth of information including the demographics of program participants, the types of activities offered, the level of engagement from the community, the overall impact of the programs on community health and well-being and more (University of Guelph, n.d.). By observing the current programs and activities, the research can identify areas where partnerships with non-profit organizations could be beneficial in enhancing program offerings, increasing community engagement, and promoting healthy living. Overall, the effectiveness of partnership is observed between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations to identify best practices and areas for improvement.

Below are details about the general public observations that were conducted, what they are/do, and what partnership made it possible.

1. Ultimate Frisbee Try-it (Ages 16+ years old): This is a frisbee program to learn basic skills and play a game of ultimate. This program is possible because of a partnership between Vancouver Ultimate League and the City of Coquitlam Parks, Recreation, Culture and Facilities.
2. Preschool Swim (Ages 3-4 years old): This is a swim program with one-on-one support for children on the autism spectrum. The Canucks Autism Network (CAN) and the City of Coquitlam Parks, Recreation, Culture and Facilities partner for this program.
3. Fencing Level One (Ages 9-10 years old): This program provides basic, intermediate and advanced fencing skills classes. It is through the Tri-City Fencing Academy and the City of Coquitlam Parks, Recreation, Culture and Facilities.
4. Jump Start: Jollyjumpers (1-18 months): This is a music and movement class for parents/caregivers and their babies. The partnership is between Jump Start Music and Movement and The City of Coquitlam Parks, Recreation, Culture and Facilities.

5. Pinetree Day Program: This is a general recreation programming for adults living with disabilities. This program is made possible through a partnership between Strive Living Society and the City of Coquitlam Parks, Recreation, Culture and Facilities.

Further details about the general public observations including when and where the observations happened are in Appendix 2A. While observing each of these programs and activities, a specific checklist was followed to determine the effectiveness of the partnership. The specific outline of the observation checklist is found in Appendix 2B and the results of the observations against the checklist are in Appendix 2C.

Content Analysis

Rationale

Content analysis is a valuable method for answering a research question related to analyzing the content of written or visual material (Columbia Public Health, n.d.). Content analysis can be useful in analyzing existing partnership agreements, communication between the department and non-profit organizations, and relevant documents, such as strategic plans, annual reports, and meeting minutes. By conducting a content analysis, the research can identify key themes, patterns, and trends in the content and provide insight into the current state of partnerships between the department and non-profit organizations. This method can inform the development of strategies to build and strengthen partnerships in the future.

Content Analysis in the Research

Content analysis provides insight into existing documents related to the City of Coquitlam's Parks, Recreation, Culture and Facilities department and its potential partners. Common themes and patterns in successful partnerships can be discovered by analyzing relevant documents such as previous partnership agreements, policies and procedures related to partnerships, and communication between the department and non-profit organizations. This can provide valuable information on what has worked in the past and can inform future partnership strategies. Additionally, content analysis can help identify any potential barriers or challenges to forming successful partnerships and allow me to develop recommendations to overcome these obstacles.

Below is the list of documents that were analyzed, where the documents are from and what they are.

1. Spirit of Coquitlam Grant Information and Application Guide 2023: A public document from the City of Coquitlam.
2. NVRC Program Services Agreement: A public document from the North Vancouver Recreation & Culture Commission.
3. Parks, Recreation and Culture Master Plan: A public document from the City of Coquitlam.
4. Community Services Agreement Template: A private document from the City of Coquitlam document.
5. Facility Allocation Policy: A public document from the City of Coquitlam.
6. Fees and Charges Bylaw and Policy Framework: A public document from the City of Abbotsford Parks, Recreation & Culture.

Further details for this research's content analysis including the dates of when the documents were released/ last updated and what is the specific purpose of the documents are found in Appendix 3A. The framework chosen was a checklist which was used to track the data gathered from these sources, it is found in Appendix 3B. The information that is found in the content analysis is provided in a table for each document in Appendix 3C.

Research Findings and Analysis

Creating a Common Goal

One key finding is the importance of creating a common goal which balances the needs and vision of each party in a partnership. Research shows that every partnership should have aligned values and missions before engaging in partnerships (Baldwin, M. & Zonruiter, G., 2019; Graham & Mollenhauer, 2011; Government of British Columbia, n.d.; Collaboration Roundtable, 2001; Bamba, 2023; Brown, 2023). When this is established, a shared goal needs to be created between each of the partners which balances what each side needs. This relates directly to the best practice found in the literature review that states to form partnerships based on creating partnerships for desired outcomes. To achieve this, partners need to discuss exactly what each member needs from the partnership and what they are bringing to or providing the partnership (Ayson-Banico, 2023; Brown, 2023; Bamba, 2023).

To balance the goals of each organization, a shared mission and vision need to be outlined so that each partner knows what they are setting out to achieve. One pattern that emerged throughout both interviews, content analysis and general public observations, was how

nonprofits bring their own staff and specialized equipment and use facilities and resources from the City to run their specialized programs (Ayson-Banico, 2023; Brown, 2023; Bamba, 2023). For instance, this was observed during the Canucks Autism Network (CAN) swim program (See Appendix 2C). CAN use the City's resources and facilities to teach children on the autism spectrum how to swim. This program would not happen without the partnership. City aquatic staff do not have the specialization in working with children on the autism spectrum and CAN does not have its own aquatics facilities to operate its programming. Thus, showing that partnerships need to have balance and mutual benefit in order to operate in a successful way. Success in this case, looks like including members of the community and achieving goals like equity, diversity, truth and reconciliation, and inclusion.

This is highly relevant to the research question of how the City of Coquitlam's Parks, Recreation, Culture and Facilities department can form partnerships with non-profit organizations to build healthy communities and active citizens. The research sets up the first steps of forming a partnership and can provide some insight for municipalities to consider as they form partnerships. For one, if there is no common goal between the partners, then they will likely not succeed, thus emphasizing the importance of balancing the needs and goals of each partner, aligning values and missions, and outlining a shared mission and vision. Shared goals need to be for the overall benefit of the community and citizens. These goals can look at equity and diversity, multiculturalism, inclusivity, and truth and reconciliation. When these goals are created, the benefits to the community are deep and important. Overall, the findings provide practical guidance for the City of Coquitlam on how to continue to establish successful partnerships while also providing specific strategies and inspiration for potential partnerships in the future.

Partnerships Built on Flexibility

Partnerships must be formed with space for flexibility and change to manage risks (Pitas et al., 2020). Forming partnerships offers both municipalities and nonprofits the space for risk sharing (Ministry of Municipal Affairs, 1999). Risk sharing is when both partners share the potential downfalls of initiating a program, event or activity (Ministry of Municipal Affairs, 1999). In practice, this looks like sharing the risks of costs being raised, scheduling issues, lack of sign-ups, and operating costs (Ministry of Municipal Affairs, 1999). In order to achieve risk-sharing in partnerships, the research pointed to forming partnerships with flexibility built

into them. This allowed for partnerships to fail and adapt as they manage the risks associated with starting a new program, event, or activity together.

When partnership agreements include flexibility, it allows them to necessary create changes when risks arise. This is particularly important at the early stages of partnerships; when risks can potentially be higher and the need for flexibility and quick changes could mean creating sustainable and healthy programs. When the Ultimate Try-It Program was observed, only three participants showed up (See Appendix 2C). This meant that the program was largely unsuccessful; participants were unable to play the game they showed up for, the field space was not used to its potential for the hour program, and participant satisfaction and morale were low. However, since this program is a relatively new one, both partners seemed to be willing to continue operating despite low registration to see if growth would occur, this flexibility could be exactly what the partnership needs to survive. If the partnership is ultimately unsustainable, then evaluation and procedures need to be in place to guide the next steps of the partnership.

Another example of partnership flexibility is within the City of Vancouver's Board of Parks and Recreation. Marie Lopes, who works within Arts, Culture and Engagement, pointed out that in art partnerships there is a lot more risk-taking and a need for flexibility because of the creative process (Lopes, 2023). She said that there is no specific way of ensuring sustainability in the long term because the work can be quite experimental. Because of this, failure sometimes happens within partnership programs. However, the flexible nature of the City of Vancouver's agreements with nonprofits allows space for these failures and the potential risks that come with all of the partnerships. This relates to the key finding of partnership flexibility because it shows that risk and failure are potentials within partnerships and therefore, they need to be formed with the space for change and flexibility.

Understanding the importance of flexibility is applicable to the research question of how the City of Coquitlam's Parks, Recreation, Culture and Facilities department can form partnerships with non-profit organizations to build healthy communities and active citizens. The City needs to create partnerships with flexibility in mind to help with the risk-sharing process that happens within partnerships. Flexibility looks like being open and willing to change when low numbers, program failures, and other factors begin to make it seem like the partnership is not working. It looks like giving second chances, collaborating, and creating necessary changes to help see a partnership succeed.

Applying a Benefits-Based Approach to Fees and Charges

Another finding is how to structure fees and charges within partnerships between municipalities and nonprofits, specifically applying a benefits-based approach. Cost-related information and terms like: funding, grants, fees, and charges for both nonprofits and participants were common themes throughout the research (Baldwin, M. & Zonruiter, G., 2019; Ministry of Municipal Affairs, 1999; Pitas, et al., 2022; Wollenburg et al., 2013; Bamba, 2023; Bjelac, 2023; Nakata, 2023). Thus, it is important to look for effective approaches to costs and fees associated with partnerships. The City of Abbotsford's Fees and Charges Bylaw and Policy Framework was analyzed for the purposes of evaluating a benefits-based approach to fees and charges within a Parks, Recreation and Culture department (See Appendix 3C). A benefits-based approach looks at the benefits that a program, activity, or event creates in a community and adjusts the fees and charges accordingly. Because the City of Abbotsford uses a benefits-based approach to fees and charges, they are able to provide tailored financial support to each of the organizations that they partner with. In turn, this benefits the community, the nonprofits providing services and the City of Abbotsford.

In the context of municipal-nonprofit partnerships, a benefits-based approach to fees and charges can help ensure that nonprofit organizations are charged appropriate fees for the use of city-owned facilities or services (See Appendix 3C). Also that subsidies are provided where necessary to support the delivery of services that benefit the community (Ministry of Municipal Affairs, 1999). Not only this, but a benefits-based approach can also help foster accountability and evaluation in municipal-nonprofit partnerships. By considering the community impact of services and programs, and by assessing the percentage benefit to the community, municipalities can better evaluate the effectiveness of their partnerships with nonprofit organizations. Finally, this approach supports individuals and communities, making many programs more accessible and encouraging citizens to become more engaged. This evaluation can be used to refine the fees and charges framework and to ensure that community needs are being met.

Marie Lopes discusses a similar benefits-based structure within the context of community nonprofit art organizations that are looking to engage the community through the arts (Lopes, 2023). As this benefits the Vancouver Board of Parks and Recreation the organization waives fees associated with using the spaces within its Arts and Culture facilities throughout the City. This allows for partnerships to thrive in the arts. Nonprofit partners do not have to worry about

costs associated with operating their art programs or events and can focus on the benefits that they directly offer the community. Similarly, Cameron Nakata of the City of Coquitlam, shared about the City's Allocation Policy (Nakata, 2023). This policy provides free use of fields for youth sport organizations in the city, which greatly benefits the nonprofits and participants involved. Costs for participation are lowered, making the programs more accessible. In both of these scenarios a benefits-based approach is taken but not officially stated within the policy.

A benefits-based approach can help municipalities, specifically the City of Coquitlam, align the fees and charges policies with their strategic plans and community needs. By basing fees and subsidies on the percentage benefit to the community, municipalities can ensure that they are providing support where it is most needed and that they are building healthy communities with active citizens. Using the City of Coquitlam Allocation Policy as a starting point could provide insights into community benefit as it currently prioritizes community organizations that benefit and meet needs within the community.

Clear and Consistent Communication

One final finding from the research is the importance of clear and consistent communication when forming municipal-nonprofit partnerships. Clear and consistent communication supports partnership formation because it helps to ensure that both parties are on the same page and working towards the same goals (Graham & Mollenhauer, 2011; Bjelac, 2023; Bamba, 2023; Maglio, 2023; Chan, 2023). Without effective communication, misunderstandings and miscommunications can easily arise, leading to frustration, confusion, and ultimately, a breakdown in the partnership. Throughout the research, several patterns arose all relating back to clear and concise communication. Below is a list of reasons why communication is important when forming municipal-nonprofit partnerships:

1. Establishing shared goals: Clear communication is essential for establishing shared goals between the municipality and nonprofit organization. Without a shared understanding of the desired outcomes, it will be difficult to work together effectively (Ministry of Municipal Affairs, 1999; Graham & Mollenhauer, 2011; Government of British Columbia, n.d.; Bjelac, 2023 Chan, 2023; Brown, 2023).
2. Building trust and relationships: Consistent communication helps build trust and relationships between the municipality and the nonprofit organization (Baldwin, M. & Zonruiter, G., 2019; Bamba, 2023; Ministry of Municipal Affairs, 1999; Pitas et al.,

2020). When both parties are open and transparent in their communication, they are more likely to trust each other and work collaboratively towards common goals. In an interview with Igor Bjelac Executive Director of Immigrant Link Centre Society, Bjelac emphasized how communication builds trust and is key to the partnership between his nonprofit and the City of Coquitlam (Bjelac, 2023).

3. Addressing challenges: Clear communication is one of the best ways of identifying when something is wrong or a challenge arises in a partnership (Wollenburg et al., 2013). When challenges arise, clear communication is key to addressing them effectively. By openly discussing challenges and potential solutions, both parties can work together to overcome any obstacles and maintain the partnership (Graham & Mollenhauer, 2011; Bjelac, 2023; Ministry of Municipal Affairs, 1999). One research article discussed that clear communication can help evaluate when a partnership is no longer beneficial and it needs terminating (Frisby et al., 2004).
4. Avoiding misunderstandings: Clear communication helps to avoid misunderstandings and confusion (Altman-Sauer, et al., 2001). By clearly communicating expectations, roles, and responsibilities, both parties can ensure they are on the same page and avoid any unnecessary conflicts (Frisby et al., 2004). Maria Bamba of the City of Coquitlam highlighted how transparency in communication is vital to partnerships as nonprofits can express exactly what they need and how the City can best support them (Bamba, 2023).

In summary, clear and consistent communication is essential for forming successful municipal-nonprofit partnerships. It helps establish shared goals, build trust, address challenges, and avoid misunderstandings. When these happen, the impact of the partnership is far more effective and efficient than it would be with poor communication. By staying in regular communication and sharing information and resources, both parties can work together to achieve their shared goals and make a greater impact in the community. For the City of Coquitlam, each of these different parts can be applied directly as the City forms more partnerships with nonprofits. When this happens, the community and citizens benefit greatly from high-quality programming and events.

Recommendations

Based on the research findings, there are six main recommendations made to support the City of Coquitlam's Parks, Recreation, Culture and Facilities department form partnerships with non-profit organizations to build healthy communities and active citizens.

1. Establish a clear mission and vision statement for the partnerships.

Before engaging in a partnership, the City of Coquitlam should work with the nonprofit organization to clearly define their shared mission and vision. This can help ensure that both partners are aligned and working towards the same goal. A clear mission and vision statement can also provide a shared sense of purpose and direction for the partnership, which can help sustain the partnership over time when troubles and challenges arise. Finally, establishing this not only helps in the formation and sustainability of the partnership, but will also directly impact the community and citizens in Coquitlam. The City of Coquitlam's Strategic Plan is an ideal place to start and build upon as future partnerships are formed to benefit the city.

2. Develop a communication plan with key performance indicators (KPIs) for municipal-nonprofit partnerships.

Communication came out as a key finding throughout the research as a best practice for forming partnerships. Thus, the City of Coquitlam should develop a communication plan that outlines clear and consistent communication strategies, timelines, and KPIs to ensure effective communication throughout the partnership. This plan should be developed in collaboration with the nonprofit partner to ensure it meets their needs as well. By setting KPIs, the City of Coquitlam can track the effectiveness of their communication strategies and adjust them as necessary.

3. Hold regular check-ins and evaluations to ensure effective communication.

Regular check-ins and evaluations between the City of Coquitlam and the nonprofit partner can help ensure that both parties are communicating effectively and working towards shared goals. These check-ins can be used to discuss challenges, address any misunderstandings, and make necessary adjustments to communication strategies. By regularly evaluating their communication practices, the City of Coquitlam can ensure that their partnerships are successful and have a greater impact on the community. These check-ins will also build and strengthen the relationships between both partners, which supports and connects directly to the first recommendation of communication with partners.

4. Implement a formal benefits-based approach to fees and charges within municipal-nonprofit partnerships.

Based on the research highlighting the benefits of a benefits-based approach to fees and charges within municipal-nonprofit partnerships, it is recommended that the City of Coquitlam implement a formal benefits-based approach in their partnerships with not-for-profit organizations. This approach will help ensure that nonprofit organizations are charged appropriate fees for the use of city-owned facilities or services and that subsidies are provided where necessary to support the delivery of services that benefit the community. Moreover, it will foster accountability and evaluation in municipal-nonprofit partnerships by assessing the percentage benefit to the community, which can be used to refine the fees and charges framework and ensure that community needs are met.

5. Build flexibility into partnership agreements.

The City of Coquitlam should ensure that partnership agreements with nonprofit organizations include provisions for flexibility. This means allowing for changes to be made as risks arise or as the program evolves. By doing so, the partnership can better manage potential risks and adjust to changes as needed. This can help to create more sustainable and successful partnerships in the long run.

6. Develop evaluation and procedures for unsuccessful partnerships.

It is important for the City of Coquitlam to have evaluation and procedures in place to guide the next steps when a partnership is deemed unsuccessful. This includes identifying key performance indicators and metrics to assess the success of the partnership, as well as creating a plan for addressing potential challenges or risks. By doing so, the City can make informed decisions about whether to continue or discontinue the partnership and can use the lessons learned to improve future partnerships. One thing to keep in mind is that failure does happen, even in partnerships. This does not mean that the lessons learnt along the way were not valuable, rather the unsuccessful partnerships need to be looked at with a growth-mindset to understand and develop new strategies and plans.

Conclusion

This research paper was undertaken to investigate how the City of Coquitlam can effectively form partnerships with nonprofit organizations to create healthy communities and active citizens. The purpose of this study was to support the City of Coquitlam's Strategic Plan

by identifying effective strategies for partnership formation that could help the City achieve its goals. Through a thorough literature review, the benefits of partnership formation were explored, including aligning vision and goals, creating mutually beneficial agreements, and implementing sustainable practices. The research also examined areas of controversy, such as sustaining partnerships over time and control over programming.

The methodology used in this study included interviews, general public observations, and content analysis, which helped to gather data on effective partnership formation strategies. The research findings and analysis suggest creating a common goal, building partnerships on flexibility, applying a benefits-based approach to fees and charges, and clear and consistent communication as effective strategies for partnership formation.

Based on the research, the study concludes that partnerships between the City of Coquitlam and nonprofit organizations can greatly benefit the community and citizens. The study recommends that the City should collaborate with community-based nonprofit organizations, create formal agreements for partnerships, and create partnerships for desired outcomes. This research has practical implications for the City of Coquitlam, as it provides insight into how the City can effectively create partnerships that are beneficial for all parties involved. Ultimately, the findings of this study have the potential to contribute to the creation of healthy communities and active citizens in Coquitlam.

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Appendices

Appendix 1A.

Interviewee Detailed Information

	Interview	Organization/Title	Date & Time	Method/location
1.	Jamie Ayson-Banico	City of Coquitlam: Recreation Facility Supervisor - Community Services	February 24, 2023 9:00AM	Microsoft Teams Meeting
2.	Kate Brown	City of Coquitlam: Plans & Policies Coordinator	February 24, 2023 3:00PM	Microsoft Teams Meeting
3.	Cameron Nakata	City of Coquitlam: Sport Services Program Attendant	March 1, 2023 2:00PM	Microsoft Teams Meeting
4.	Igor Bjelac	Immigrant Link Centre Society: Executive Director	March 6th, 2023 9:00AM	Zoom Meeting
7.	Maria Bamba	City of Coquitlam: Community Services Coordinator	March 7th, 2023 11:00AM	Microsoft Teams Meeting
5.	Sara Maglio	Coquitlam Metro-Ford Soccer Club: Executive Director	March 8th, 2023 10:00AM	Zoom Meeting
6.	Wondy Chan	City of Coquitlam: Acting Cultural and Community Event Supervisor	March 8th, 2023 1:30PM	Microsoft Teams Meeting
7.	Marie Lopes	Vancouver Board of Parks and Recreation, Coordinator of Arts and Culture and Engagement	March 13th, 2023 10:00AM	Microsoft Teams Meeting

Appendix 1B.

Interview Questions

City of Coquitlam Staff:

1. Tell me about your role and experience in this topic area.
2. Can you provide examples of successful partnerships between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations that have resulted in the promotion of healthy communities and active citizens?
3. How do you assess the needs of the community in terms of recreation and culture, and how do you determine which non-profit organizations to partner with to address those needs?
4. How do you ensure that the partnerships are sustainable in the long term, and what measures do you take to maintain the relationship with the non-profit organizations?
5. How do you measure the success of the partnerships in terms of promoting healthy communities and active citizens, and what strategies do you use to continually improve the partnerships?
6. How do you balance the needs and goals of the City of Coquitlam's Parks, Recreation, Culture and Facilities department with those of the non-profit organizations you partner with?
7. How do you ensure that the partnerships address the needs of diverse populations, including those who may be traditionally underrepresented or marginalized?

Please note: Some questions were added or removed depending on the interviewee's responses to questions. See the transcripts for further details.

Non-Profit Staff:

1. Tell me about your role and experience in your organization.
2. How has your organization worked with the City of Coquitlam's Parks, Recreation, Culture and Facilities department in the past?
3. What strategies have you found to be effective when partnering with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?

4. How have you engaged citizens and built healthy communities through your collaborations with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?
5. What challenges have you faced when forming partnerships with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?
6. What advice would you give to the City of Coquitlam's Parks, Recreation, Culture and Facilities department when creating partnerships with non-profit organizations?
7. How can the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations work together to encourage citizens to stay active and engaged in their communities?
8. What strategies have you found to be successful in building positive and lasting relationships between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations?

Please note: Some questions were added or removed depending on the interviewee's responses to questions. See transcripts for further details.

Appendix 1C.

Interview Transcripts

Please Note: These transcripts are not verbatim of what was said in the interviews. Rather they are summaries of the answers to the specific questions that were asked. Some direct quotes were pulled and are in quotations.

Interview 1:

Person: Jamie Ayson-Banico, City of Coquitlam: Recreation Facility Supervisor - Community Services

Location/format: Microsoft Teams Meeting (Virtual)

Date & time: February 24, 2023, 9:00AM

Interview Transcript

<p>1. Tell me about your role and experience in this topic area.</p>	<p>Jamie is the Recreation Facility Supervisor for the City of Coquitlam. She has held the role since last July (2022). The department that she works with, has a lot to do with recreation-based partnerships and referrals. She spoke about several examples where she worked either directly in a joint program or liaised with community partners through the City.</p>
<p>2. Can you provide examples of successful partnerships between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations that have resulted in the promotion of healthy communities and active citizens?</p>	<p>Jamie shared that the difference between an unsuccessful and a successful partnership is the deliverables and the goals of the City and stakeholders aligning. Her specific example involved a partnership with the Alzheimer's Society. The Society wanted different opportunities for their group members, which the Recreation Centers were able to provide. This was perfect because the City wanted to reach and support residents with Alzheimer's and dementia. Something she said that was impactful was "what aids in the success is really what everyone's intentions are, and can we balance each other out with what we have to provide?".</p>
<p><i>*This question was added based on the previous responses from the interviewee</i></p> <p>3. From your experience, how formalized are these types of partnerships?</p>	<p>Jamie talked about how "true partnerships that have been solidified with the City, are quite formal". Every contract follows a template and is formally reviewed and signed. Everything is written out so that each partner knows exactly what they are getting. These all go directly through Chris Siddaway, the Community Partnerships and Policies Manager at the City of Coquitlam.</p> <p>Other partnerships are less formal. She explained the City's partnership with Backpack Buddies. Jamie said that this partnership is all about providing nutrition support for children and families in the community who need food. In this case there is not a formal agreement in place. She points out how there are times when things come up and it's decided that the partnership needs to be formalized, however in other cases sometimes it remains less so. This happens with a variety of other groups but it needs to be quite clear that they are serving a need that the City cannot or they are enhancing an area of the City's Strategic Plan which the City might not have all the resources for.</p>
<p>4. How do you assess the needs of the community in terms of recreation and culture, and how do you determine which non-profit organizations to partner with to address those needs?</p>	<p>Jamie highlighted how interconnectedness within and between the City is important. Because of this, Jamie has a good understanding of the needs and gaps that exist within their programming. This strong foundation allows for the City's Recreation Department to look outside of itself into the community and into nonprofits to see what they might need/want to have.</p> <p>An example that Jamie provided was with the partnership between YMCA and City of Coquitlam in the Healthy Heart program. The Healthy Heart program fills a gap in the City's programming and meets a</p>

	<p>community need. Healthy Heart is not trying to earn money, it is just a service that aligns with what the City wants to achieve.</p> <p>Jamie also talked about how sometimes these partnerships do not work out because they do not align with what the City wants. For instance when a technology company wanted to partner with the City she explored this option. However it turned out that it would force participants to purchase an expensive product. This did not align with what the City wanted to achieve and therefore they did not pursue this partnership.</p>
<p><i>*This question was added based on the previous responses from the interviewee</i></p> <p>5. Do you have non-profits that are coming to you with a community need that you can support as the City?</p>	<p>Jamie discussed how often nonprofit groups come to the City, and it is usually about getting space and resources (staff, marketing...) to enhance whatever they are trying to do. She said that when the City does get approached they need to sort out if what the group is trying to achieve aligns with the City.</p> <p>Sometimes it is a great opportunity and the City explores the partnership, like the case of the Homelessness Task Force. They have a great forum that they run so they get the space and partners for it. Another example is the City's partnership with the Canucks Autism Network. This group runs summer camps for children with Autism. The City provides space for the group and in return they get specialized training for their staff.</p> <p>Sometimes Jamie noted that a group might just want to get out of paying fees like any other rental group. She explained that this does not happen often.</p>
<p>6. How do you ensure that the partnerships are sustainable in the long term, and what measures do you take to maintain the relationship with the non-profit organizations?</p>	<p>Jamie explained that agreements are reviewed on a regular basis to make sure that all points are being met and providing mutual benefit. In these reviews they will look into wage increases, specific needs (like equipment and supplies), time changes and more. She highlighted the importance of keeping the partnerships sustainable.</p> <p>However, she noted that some partnerships will run a deficit because of the importance to the community. For instance, if the City does not break even with wages or program fees, the partner group will provide a kickback, or a difference to subsidize some of the wage. This makes the partnership more sustainable.</p> <p>Another example that Jamie provided was nonprofit groups changing the way that they lead/structure programs to maintain success. She highlighted how Together in Movement and Exercise frequently changes their classes/circuits that they run to keep patrons engaged.</p>

<p>7. How do you measure the success of the partnerships in terms of promoting healthy communities and active citizens, and what strategies do you use to continually improve the partnerships?</p>	<p>Jamie repeated the importance of goals aligning and also highlighted how if the organization was experiencing success on their end and vice versa for the City. They draw on both qualitative and quantitative responses.</p> <p>Qualitative include the numbers, registration and hard data Quantitative include more person-focused responses. I liked the specific questions that Jamie brought up: “are people coming back [to the programs]? Are they smiling? Does it seem like their caregiver is getting a break? Does it seem like we are still providing something that we could not do internally? It is a really hard question to answer”.</p>
<p>8. How do you balance the needs and goals of the City of Coquitlam's Parks, Recreation, Culture and Facilities department with those of the non-profit organizations you partner with?</p>	<p><i>This question was referenced throughout the interview and was not asked to avoid redundancy and to respect the interviewee's time.</i></p>
<p>9. How do you ensure that the partnerships address the needs of diverse populations, including those who may be traditionally underrepresented or marginalized?</p>	<p>Jamie spoke about how nonprofits offer a wide variety of opportunities for staff to engage with when partnerships happen. She highlighted how she was able to attend a training session through Qmmunity which is a nonprofit organization that provides spaces for LGBTQ2S+ community. The training was on queer competency and harm reduction in a way that puts inclusivity at the forefront (inclusive bathroom signs, counseling services...). This training was offered to staff as a way to better serve this marginalized community in Coquitlam.</p> <p>Another example Jamie brought up was how the City keeps nonprofits “in their back pocket”. In other words, if a resident were to come to a Recreation Centre asking for support in a specific area that the City does not offer, they can direct them to a nonprofit that is able to help them. For instance if someone who is unhoused comes in looking for support, they can direct them to a nonprofit shelter or local group that can provide resources for that individual. These are not necessarily partnerships but these organizations all have a common mission and vision to the City and therefore they share what they know to support individuals.</p> <p>An example of this “back pocket” partnership is with Mosaic. Mosaic provides programs for newcomers and is a go-to recommendation of the City when a refugee or immigrant is looking for settlement/connection</p>

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Interview 2:

Person: Kate Brown, City of Coquitlam's Plans & Policies Coordinator

Location/format: Microsoft Teams Meeting (Virtual)

Date & time: February 24, 2023, 3:00PM

Interview Transcript:

1. Tell me about your role and experience in this topic area.	Kate's background with the City started with the Spirit of Coquitlam Grant Program, which provides funding for different events, groups, and organizations through the City of Coquitlam. She does most of her coordinating with nonprofits and other organizations through the Spirit of Coquitlam Grant Program.
2. Can you provide examples of successful partnerships between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations that have resulted in the promotion of healthy communities and active citizens?	<p>Kate highlighted several successful partnerships that she has seen happen in the City of Coquitlam, most of which were through the Spirit of Coquitlam Grant Program.</p> <p>Kate emphasized one partnership was between the Inlet Rowing Club which allows youth the opportunity to try rowing at no cost. The group was able to apply for the grant to get funding and was selected by Coquitlam. This was great for the nonprofit group to get more exposure and interest in their program. On the other hand, it is also good for the City because it provides resident engagement and activity.</p> <p>Similarly, the Canucks Autism Network is a successful partnership. The City offers the space for the organization to operate learn-to-skate and learn-to-swim lessons for children on the autism spectrum. In turn, the City provides life guards, rink attendants and other staff/space for the group. Kate pointed out that these are highly successful and often have waitlists because of the popularity.</p> <p>Other partnerships that Kate explored to me were the BC Dumpling Festival and the Caribbean Day Festival. These two events reached various demographics in the City and provided exciting opportunities for engagement. Kate stated that "the justification [for funding these organization's programs and events] is that they have a unique skill set and expertise that we [the City of Coquitlam] do not have." In other words, success comes from the ability of the City to financially support organizations and groups that can help sustain and enhance the City's strategic goals.</p>

<p>3. How do you assess the needs of the community in terms of recreation and culture, and how do you determine which non-profit organizations to partner with to address those needs?</p>	<p>For Kate, this question comes down to two things. For one, she relies heavily on the expertise of staff within the service area teams like the Community Service Team to assess the needs and gaps in the community. This team recommends which event, program or services to pursue and support.</p> <p>The second way is through the applications that she receives from the Spirit of Coquitlam Grant Program. These applications outline needs that pertain to recreation and cultural programs, events and services. The application is laid out in an intentional way to determine and explore how a program will meet needs that exist. Kate provided a copy of the whole application which is used in the content analysis.</p>
<p>4. How do you ensure that the partnerships are sustainable in the long term, and what measures do you take to maintain the relationship with the non-profit organizations?</p>	<p>Kate explained that the actual format of the Spirit of Coquitlam Grant is created in a sustainable way. Typically, funding requests go through council for approval which can take a lot of time, energy and resources to achieve. The Spirit of Coquitlam Grant Program is different in that council approves the funding and entrusts City staff like Kate to allocate funding appropriately (within the parameters laid out in the grant program). This translates into sustainability because it expedites the process of partnership. Kate made it very clear that the City wants nonprofit groups to get the funding, so removing barriers is crucial for sustainability.</p> <p>Kate further discussed how the grant is consistently built into the City's budget. This can be seen as a drawback because it means there is a limited amount of money for the grant applicants. However, this measure ensures that a variety of nonprofits can get funding annually. No amounts within the Spirit of Coquitlam Grant Program are an additional request to council, it is always built into the budget.</p>
<p>5. How do you measure the success of the partnerships in terms of promoting healthy communities and active citizens, and what strategies do you use to continually improve the partnerships?</p>	<p>Kate highlighted how in the Spirit of Coquitlam Grant Program, nonprofits organizations need to provide a specific report on how their event or program went. This includes asking how the group will measure their own success; whether it is through counting participants, group surveys, asking participants, checking in with parents, or other check-in report questions. Kate spoke about how these help both the nonprofits and the City measure success.</p> <p>Another important piece that Kate talked about was the numbers side of success. A final report is required from Spirit Grant recipients. Kate said that groups who receive the grant need to record how many residents attended the program and specifically how many were from Coquitlam. The end goal of this is to prove the impact that these programs are having on residents. This then is shown to Council to approve funding towards the Spirit of Coquitlam Grant Program. Other parts of the final</p>

	<p>report include: how the group used their funding, and/or were they able to achieve their goals and support the community. Kate also shared about the Sport Host program as an example, which grants funding to host a tournament or sporting event in the City. She said that one of the screening questions is “what benefit does this bring to the City of Coquitlam or to the residents of Coquitlam?” or “what economic benefit does this bring to the City of Coquitlam?”. These are measured by asking the group to look into how many participants came, how does it help meet the city's needs, how will local vendors be impacted, and most importantly how will residents be involved/impacted?</p>
<p>6. How do you balance the needs and goals of the City of Coquitlam's Parks, Recreation, Culture and Facilities department with those of the non-profit organizations you partner with?</p>	<p>Kate expressed that she relies heavily on the guidance of the different service areas that would oversee events or programs to see if needs are being met or not. She shared that she often liaises between City staff in related fields and the nonprofit organization leaders. She said “those who oversee various types of programs that we run at the City of Coquitlam come into a meeting and evaluate all Spirit Grant applications”. After meeting, the staff explore what gaps they think exist in the City of Coquitlam and approve funding for the organizations that can fill or help reduce these gaps in the City.</p> <p>One specific way of balancing the needs and goals that Kate highlighted was the program services agreement. Kate explained that this agreement lays out a summary of the program, what benefits it will bring to the city, and usually it specifies which strategic goal the program is meeting within the Parks, Recreation and Culture Master Plan. This balances the needs and goals because it explicitly discusses what each party is agreeing to in the partnership.</p>
<p>7. How do you ensure that the partnerships address the needs of diverse populations, including those who may be traditionally underrepresented or marginalized?</p>	<p>Kate highlighted that part of the Spirit of Coquitlam Grant Program is specifically to provide opportunities and resources for those who are traditionally marginalized or underrepresented in whatever area the organization is applying for.</p> <p>She states that a lot of the grant applicants already focus on increasing representation; whether it is through mental health connection, groups that focus on raising awareness on anti-aging, cultural events (like the Dumpling Festival and the Caribbean Culture Festival) and more. Each of these groups are supported through the Spirit of Coquitlam Grant Program to continue to meet diverse demographics in the city.</p> <p>Another example that Kate brought up was the barrier to participating in not being able to afford sporting equipment. This is addressed through the City's Sports Equipment Program as a category of the Spirit of Coquitlam Grant. The grant helps nonprofits who offer sports keep their</p>

	costs down, purchase new/more equipment, increase capacity, and keep their registration fees low to mitigate financial barriers. Not only this, but gender is also included as a point in the application for the grant. Kate expressed gratitude for community sport groups who include all people on the spectrum of gender, especially those who are marginalized or under-represented in sports, like nonbinary participants.
<p><i>*This question was added based on the previous responses from the interviewee</i></p> <p>8. Is monetary support the only thing that comes within programs in terms of supporting nonprofits? Or are there other aspects?</p>	<p>Kate explained that her role is primarily with monetary support with nonprofits but there are other roles in the City that look different. She stated that people who work in the Community Services Department would provide resources. For instance the City will not often advertise the events that nonprofit partners put on through social media or the website that is left up to the partners. However, they will add the event or program into the City's calendar/list of events that are offered.</p> <p>Another example of support that is not monetary is the connections and networking opportunities that come when partnering with the City. Kate highlighted how the city staff offer connections for nonprofits to expand their reach within the City. She spoke about how if a group is hosting an art workshop, they can be connected with City staff to host their art in City spaces.</p>

Interview 3:

Person: Cameron Nakata, City of Coquitlam Sports Services Program Attendant

Location/format: Microsoft Teams Meeting (Virtual)

Date & time: March 1, 2023, 2:00PM

Interview Transcript:

1. Tell me about your role and experience in this topic area.	Cameron spoke about how he works directly with Outdoor Sport Organization regularly and his role within this work. He is responsible for day to day outdoor sport amenity usage, field allocation, special events and the Spotlight on Sport program. Spotlight on Sport works with community non-profits such as Coquitlam Metro Ford Soccer Club, SHARE Community Services Society and the Michael Cuccione Foundation to address community needs, fill gaps within sport programming, promote active participation and celebrate what outdoor sport nonprofits are contributing to the community in terms of promoting community and active citizenship.
2. Can you provide examples of successful partnerships between the City of Coquitlam's Parks,	Cameron spoke of the Kick for a Cure event that is held annually at Town Centre Park in Coquitlam. This event is a partnership between the City of Coquitlam, Coquitlam Metro Ford Soccer Club, and the Michael Cuccione Foundation. This event supports healthy

<p>Recreation, Culture and Facilities department and non-profit organizations that have resulted in the promotion of healthy communities and active citizens?</p>	<p>communities by raising funds for children's cancer research, fosters a sense of community by bringing everyone together for a shared cause and engages the community in active participation.</p>
<p>3. How do you assess the needs of the community in terms of recreation and culture, and how do you determine which non-profit organizations to partner with to address those needs?</p>	<p>Cameron spoke about how needs are assessed throughout the year, during allocation meetings with all outdoor sport groups and in the annual staff planning sessions leading into the new year of outdoor sport programs and events. Furthermore, Cameron talked about how needs are often predetermined and carry over from year to year with small tweaks based on the previous year's learnings. Some current initiatives Cameron stated were trying to get the older adult populations more involved in outdoor sport, capitalize on underutilized sports amenities throughout the city and develop an Ultimate Frisbee league in Coquitlam which is a current gap in sport offerings.</p> <p>Cameron also made it clear that he must work within the City's allocation policy which outlines how the outdoor sport amenities are allocated and how decisions are made in terms of who gets to use what spaces. He goes on to say that they are always open to working with community-based nonprofits to support their needs and as long as their goals align with the Spotlight on Sport mandate and City Strategic Plan.</p> <p>Cameron also noted that the Allocation Policy definitely supports the work of non-profits as they have significant priority when it comes to allocating space and usage as compared to commercial groups.</p>
<p>4. How do you ensure that the partnerships are sustainable in the long term, and what measures do you take to maintain the relationship with the non-profit organizations?</p>	<p>Cameron stated that the sustainability and ongoing success of partnership is to ensure a streamlined approach for non-profits that outlines how they can gain partnership support quickly and effectively. Given that many nonprofit organizations have limited resources and time, having cumbersome and large hurdles or processes to seek support can be a substantial barrier and can lead to nonprofits choosing to work between each other or on their own to reduce delays on accomplishing their goals or meeting a community's needs.</p> <p>Cameron stated that for Spotlight on Sport this means keeping partnership opportunities somewhat informal and finding ways to assist nonprofits in ways that take administrative heavy tasks off their plate.</p>
<p>5. How do you measure the success of the partnerships in terms of promoting</p>	<p>Cameron references the Kick for a Cure event again, and states that measuring finds raised, satisfaction of participants through photos, seeing people smiling, as well as how many teams register to</p>

healthy communities and active citizens, and what strategies do you use to continually improve the partnerships?	<p>participate. This provides a mixture of qualitative and quantitative measures that can be shared with decision makers within the organizations.</p> <p>Furthermore, Cameron talked about how the use of surveys have been used after some events or programs to collect feedback from participants or organizations.</p>
6. How do you balance the needs and goals of the City of Coquitlam's Parks, Recreation, Culture and Facilities department with those of the non-profit organizations you partner with?	<p>Cameron discussed how the challenge with balancing the needs and goals of the City of Coquitlam and those of the non-profit organizations is that City's guidelines are overarching. Meaning that it is Cameron's responsibility to relay to nonprofits the scope and mandate in which he must operate to support the organization. Cameron stated that "Unfortunately, this can have its own limitations, but that's just kind of like a non-negotiable." However Cameron said that the City will always respect any policies that a nonprofit has unless it contradicts a City policy.</p>
7. How do you ensure that the partnerships address the needs of diverse populations, including those who may be traditionally underrepresented or marginalized?	<p>Cameron provided an example of an event that Spotlight on Sport (City of Coquitlam) held in partnership with SHARE Community Services Society and Coquitlam Metro Ford Soccer Club. The event was to provide a free soccer clinic to newcomers to Coquitlam, provide a meal and build a connection point for participants to get involved with soccer in Coquitlam.</p> <p>Cameron's example highlighted how these three organizations benefited each other as well as served a marginalized demographic while addressing the needs of the community.</p>

Interview 4

Person: Igor Bjelac, Immigrant Link Centre Society: Executive Director

Location/Format: Zoom Meeting

Date & Time: March 6th, 2023 9:00AM

Interview Transcript:

1. Tell me about your role and experience in your organization.	<p>Igor is the director of the Immigrant Link Centre Society charity for over seven years. Igor has been with the Immigrant Link Centre Society since it started and is at the forefront of all that happens in it. The organization seeks to provide food for immigrants and refugees at no cost by preventing food waste from local grocery stores and restaurants. This relates to their other goals of integrating newcomers to Canada in society, supporting a healthy lifestyle and eating habits for immigrants,</p>
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	<p>supporting economic growth, and reducing carbon footprint.</p> <p>The nonprofit started by immigrants for immigrants and is tackling problems faced by the community by integrating them into Canadian society. Immigrant Link Centre Society provides immigrants with a place to connect with others, learn English and get familiar with their new life in Canada.</p>
<p>2. How has your organization worked with the City of Coquitlam's Parks, Recreation, Culture and Facilities department in the past?</p>	<p>Igor stated that his organization has partnered with the City of Coquitlam in a variety of ways. The City opened up the door for him to be able to present his work to the City Council. Here he had the chance to express the importance of what he does and the Council was on board.</p> <p>The other opportunity that Igor has explored with the City was the Spirit of Coquitlam Grant Program. He stated that this program really does “lift your spirit” by providing incentives to start working in the community. The financial support is a great first step for the Immigrant Link Centre Society as it provides them with the ability to operate and function.</p> <p>Igor also wants to work towards getting his organization setting the stage for zero-waste and food waste management. He hopes that the City will partner with him to create a certification for organizations like his that are striving for small carbon footprints in their work. Igor discussed that he wants the City to really be on board with this partnership to move forward and do the project together as he thinks it could be cutting edge for all other municipalities to look to as they continue to tackle the climate crisis.</p>
<p>3. What strategies have you found to be effective when partnering with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?</p>	<p>Igor discussed that from his experience partnering with the City, the best strategy is to take small steps towards goals. He expressed that “you cannot just come and say, hey, I want to do some mega project”. Igor explored that organizations need to also strive to make meaningful relationships with the City. It cannot always be asking for something but having reciprocity.</p>
<p>4. How have you engaged citizens and built healthy communities through your collaborations with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?</p>	<p>The main way that Immigrant Link Centre Society helps citizens become engaged and build healthy communities is through their food waste program. By keeping healthy food on the tables of families, and reducing food waste, the organization is looking out for both present and future generations to live in a healthy and sustainable world.</p> <p>Igor explored how the Immigrant Link Centre Society does not simply settle for providing a service for citizens and communities, but equipping them with skills to become volunteers to help give back and continue to</p>

	<p>support community development. He discussed how rather than people being just beneficiaries of the program, the organization teaches them how to sort, divide and serve the food that comes in.</p> <p>Igor said ‘instead of people who before were just leaving, now they are becoming the real neighbors. Now they are starting to help each other. That’s community involvement... They are sharing recipes... exchanging culture’. In the end, Igor explored how the program offers participants so much more than food waste management but an opportunity to engage and connect with the community. He says all of this is possible because of the City’s financial support and resources.</p>
5. What challenges have you faced when forming partnerships with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?	<p>Igor explored how making the initial connections with the City was one of the biggest challenges his organization faced. He noted that since the City is such a large organization that it was difficult because they have so much that they need to achieve and get done. He said that he found it hard to express all that he wanted to through questions and answers and preferred talking directly to the City Council to be able to discuss exactly what he hoped to achieve.</p>
6. What advice would you give to the City of Coquitlam's Parks, Recreation, Culture and Facilities department when creating partnerships with non-profit organizations?	<p>Igor offered two pieces of advice for the City of Coquitlam was to work on communication with nonprofits as they go through the process of applying and getting grant support. He noted that for smaller nonprofits, it is difficult to track what needs to be completed, answered or changed. Thus, a person on the City’s end who can track it with and for them would be helpful for nonprofits as they navigate the partnership. Another piece of advice was to support nonprofits who have staff that are new to Canada by ways of translating confusing language for the workers who might not have English as their first language. He said that it was difficult for himself to know and understand all of what needed to be done in the partnership at times because of the translation issues.</p>
7. How can the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations work together to encourage citizens to stay active and engaged in their communities?	<p>Igor stated that the City and the School Districts need to form relationships with nonprofits in order to best serve and support the City’s youth. He sees so much value in what each group has to offer and wants to see that capitalized upon in a partnership where youth are put at the forefront.</p> <p>Igor explored that as people work directly with young people, change in the world can happen. He put a lot of hope on the youth for tomorrow to help tackle food insecurity and food waste. This could happen through expanding those partnerships to include schools, community centers and nonprofits all seeking the greater good of the community. Igor discussed</p>

	that the City has the potential to become a bridge for connecting these groups through its influence.
8. What strategies have you found to be successful in building positive and lasting relationships between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations?	<p>The main strategy that Igor highlighted was transparency. Igor stated that when there is open collaboration on both sides of the partnership then so much can be achieved.</p> <p>He hoped that the City would view nonprofits as equals in a collaboration; as community members creating community together. In this they can share resources in effective and helpful ways for the community. One quote that Igor said that stands out is: "I do not believe the City is here only to help us. No, we are all here to be a city and now be a city who is helping ourselves."</p>

Interview 5: Maria Bamba

Location/Format: Microsoft Teams Meeting

Date & Time: March 7th, 2023 11:00AM

Interview Transcript:

Tell me about your role and experience in this topic area.	<p>Maria is the City of Coquitlam's Community Services Coordinator. She is relatively new to the role in the City but has worked in a variety of capacities within other municipalities. She has worked within the City of Burnaby and the City of Pitt Meadow as a program leader and as instructors. She also worked within a nonprofit as a program coordinator and manager for Burnaby MoreSports Society for eight years as well as a Children's Activity Worker within Share Family Services.</p> <p>Because of her wide range of experience within both municipalities and nonprofits, Maria was able to offer specialized insight into the topic area. Maria stated that when she worked with the Burnaby MoreSports Society, she was a part of several key partnerships with the City of Burnaby Parks and Recreation, the Burnaby Neighborhood House, and the Burnaby School District.</p> <p>Overall Maria is passionate about connecting people with the services and organizations in the communities she works within.</p>
Can you provide examples of successful partnerships between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and	<p>Because Maria is so new to the role within the City, she was unable to recall many specific examples, however she did state that one successful one that she recently heard of was the City's partnership with Backpack Buddies.</p>

non-profit organizations that have resulted in the promotion of healthy communities and active citizens?	
How do you assess the needs of the community in terms of recreation and culture, and how do you determine which non-profit organizations to partner with to address those needs?	<p>Maria highlighted the importance of doing community research into existing programs and organizations that are meeting needs and using that information to discover what gaps there are or who in the community might need more support and/or funding/resources from the City. She said that it is important to start with a goal of a specific need so that the search is a bit more narrow than assessing overall needs. For instance, they will look specifically into multiculturalism or volunteerism or any other specific topic that exists in the City.</p> <p>Another example that Maria raised was the importance of meeting directly with volunteer coordinators or whoever is in charge of particular focus areas to find out the success and challenges that they are going through. Then discussing what is needed from the Recreation Department, as they hold a lot of resources. She looks for existing gaps and wants to collaborate with them to discover what the City can and should do.</p> <p>Maria also explored how it is all about balancing. Some of it is going out into the community in outreach to have conversations with community members and discover needs. While some of it is seeing what comes into the department through project proposals and grant applications.</p>
How do you ensure that the partnerships are sustainable in the long term, and what measures do you take to maintain the relationship with the non-profit organizations?	Maria explained the importance of transparency between partners on both successes and needs from both sides of the partnership. This communication is finding out what groups need help with so that the City can offer that help and support for them.
How do you measure the success of the partnerships in terms of promoting healthy communities and active citizens, and what strategies do you use to continually improve the partnerships?	Maria discussed how there is always a bottom line with numbers and money when it comes to measuring success. However, her approach integrates the importance of feedback from the community. She appreciates reading and listening to nonprofits when they offer updates about their programs (do the members come back, are they enjoying it, how many people are coming out...) She wants to know if the programs are worth keeping or if changes need to happen.

<p><i>*This question was added based on the previous responses from the interviewee</i></p> <p>How do you keep a partnership going even though it might not be a long term success?</p>	<p>Maria recalled her time with the Burnaby MoreSports, and stated that it is all about trust and building healthy relationships. The foundation to a good partnership is that honesty is to keep up to date on whatever resources are being used or not used, to communicate when things are not going well, and to understand limits and burdens of one another.</p> <p>She also said that every partnership is different and can look different depending on the program or event. Every organization will have different limits and expectations and being clear about them is important for sustainability.</p>
<p>How do you balance the needs and goals of the City of Coquitlam's Parks, Recreation, Culture and Facilities department with those of the non-profit organizations you partner with?</p>	<p>Maria explained that before a partnership even can begin, the needs and values need to align. The groups should mutually agree upon what they hope to achieve and if their goal and values do not match then it should not happen. Maria stated that she had 'never experienced a partnership with two organizations that did not match at all in terms of their goals and values'.</p>
<p>How do you ensure that the partnerships address the needs of diverse populations, including those who may be traditionally underrepresented or marginalized?</p>	<p>Maria recalled her time within nonprofit work when she would constantly focus her work on the vulnerable populations of the communities she worked within. She said that being on the Community Services Team at the City of Coquitlam reminds her of that work because it is a lot of what they focus on. They focus on diversity, inclusion and adaptability in their programs. Because of this her team often collaborates with the City's Equity Diversity and Inclusivity Manager in the City of Coquitlam. They ask for direct feedback on how to best connect EDI principles into their work.</p> <p>Another example that Maria discussed was choosing to partner with organizations that work directly with vulnerable populations. She stated that program coordinators sometimes go into meetings where local agencies and organizations (like Share, or mosaic...) collaborate with one another to learn about how they can support one another.</p>

Interview 5

Person: Sara Maglio, Coquitlam Metro-Ford Soccer Club: Executive Director

Location/Format: Zoom Meeting

Date & Time: March 8th, 2023 10:00AM

Interview Transcript:

<p>1. Tell me about your role and experience in your organization.</p>	<p>Sara Maglio is the Executive Director of Coquitlam Metro-Ford Soccer Club. She has been with the organization for about 15 years in a variety of capacities and has changed a lot over the years as the organization grows. Sara has seen the club grow from 1200 participants to almost 5000 memberships today.</p> <p>The club has over 1000 volunteers who are supported by staff to make their roles as easy and organized as possible. The volunteers often coach, support or provide other services to teams in the Soccer Club.</p>
<p>2. How has your organization worked with the City of Coquitlam's Parks, Recreation, Culture and Facilities department in the past?</p>	<p>The main areas of partnership between the City of Coquitlam and Coquitlam Metro-Ford Soccer Club are facility use and event support. Sara explained that the City is a big supporter of sport and having free access to multiple fields during the week for the youth to play and learn soccer on. She stated that the City has also offered other initiatives like try-it's and courses, but she said the biggest impact is through the facility and spaces that the City provides for the Club.</p>
<p>3. What strategies have you found to be effective when partnering with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?</p>	<p>Sara discussed that having good relationships with staff is a big part of being able to partner together.</p> <p>She also stated that when both of the organizations hold similar goals and values, like getting the community active and healthy. As long as both parties want that same goal, it does not matter exactly how it is achieved (baseball, soccer, lacrosse...), they will be successful in achieving it.</p>
<p>4. How have you engaged citizens and built healthy communities through your collaborations with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?</p>	<p>Sara highlighted that soccer is an accessible sport for many people in the community. To play soccer, little equipment is needed compared to other sports, all participants need are some boots and shin pads. This means that the barrier of accessibility is reduced greatly for many people in the community.</p> <p>Sara mentioned that she knows that many newcomers to Canada face barriers when connecting with the community. Soccer is a global sport and when newcomers come to Canada, it is an easy sport for them to pick up. Thus, at Coquitlam Metro-Ford Soccer Club, they are seeking partnerships to connect people with sport and community as they navigate how to fit in and find their place. This also looks like tackling barriers for families like language barriers, transportation, and more. Ultimately, she hoped that the services offered to Coquitlam residents create community and inclusion for all no matter where they come from or who they are.</p>
<p>5. What challenges have you faced when forming</p>	<p>Sara discussed that the main challenge was getting more resources from the City, specifically indoor facilities for soccer programs. This would be</p>

partnerships with the City of Coquitlam's Parks, Recreation, Culture and Facilities department?	<p>to tackle current and future problems that come with climate change, specifically extreme weather canceling games. She stated that they have been trying to work with the City and the School District to create a new facility but it has not started yet.</p> <p>Sara brought up an example of how a different municipality partnered with their local school district to create an indoor facility for soccer. She stated that there was a lot of benefit that came from this as the schools could use the facility during the off peak/school hours and then the community center would use it during the evening hours.</p>
6. What advice would you give to the City of Coquitlam's Parks, Recreation, Culture and Facilities department when creating partnerships with non-profit organizations?	Sara highlighted that within nonprofits there is often high turnover in people and relationships. Thus the biggest thing is creating good relationships and getting good communication settled.
7. How can the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations work together to encourage citizens to stay active and engaged in their communities?	<p>Sara stated that continuing to embrace sport and working tougher to ensure that nonprofits have opportunities to try different sports or programs that could engage different people/groups. She dreamed about a time when all kids have access to a variety of sports and can try different ones without feeling pressure to 'commit' to one. This could look like creating more programs, try-its, and events where all people can explore different sports that they might enjoy.</p> <p>Another example that Sara discussed was to continue to create opportunities for collaboration with groups so that more can be offered to residents. This means giving citizens a chance to be active and find something they want to be a part of.</p>
8. What strategies have you found to be successful in building positive and lasting relationships between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations?	Sara discussed how relationships and flexibility are big factors to being successful in partnerships. She stated that it does not need to ever become 'us' vs 'them' but that openness and communication need to be at the forefront in creating lasting change.

Interview 6: Wondy Chan

Location/Format: Microsoft Teams

Date & Time: March 8th, 2023 1:30PM

Interview Transcript:

<p>Tell me about your role and experience in this topic area.</p>	<p>Wondy Chan is the acting Cultural and Community Event Supervisor within the City of Coquitlam's Culture Services Sector. She currently supervises all of the City of Coquitlam's events and community organized events. They are called community events because they are often hosted by nonprofits and the City supports them in a variety of capacities. She also works within policies and procedures.</p>
<p>Can you provide examples of successful partnerships between the City of Coquitlam's Parks, Recreation, Culture and Facilities department and non-profit organizations that have resulted in the promotion of healthy communities and active citizens?</p>	<p>Wondy highlighted the number of partnerships that her department has already created for the year. She stated that there are 60 events booked for Town Centre Park and around the city in outdoor parks and spaces. Each of these are done in partnerships with nonprofit groups.</p> <p>Within these partnerships, Wondy's team plays a unique role. Wondy said 'we don't help them put on their event, we don't produce the event on their behalf, but we work with them to make sure that they're in line with the policies and procedures in place'. She said that her department provides groups with customer service to help them know what they need to do and what they might be missing. Wondy highlighted that success comes when there is trust in place. The partnership works for months before the event or festival takes place and success happens as they meet weekly to work through the process of putting it all together.</p> <p>Wondy shared that many of the partnerships within events mostly focused on multiculturalism in the city. The Dumpling Festival happened in partnership with the Asian Impact Society. The Caribbean Days was in partnership with the Trinidad and Tobago Cultural Society of British Columbia.</p>
<p>How do you assess the needs of the community in terms of recreation and culture, and how do you determine which non-profit organizations to partner with to address those needs?</p>	<p>Wondy shared that there is a City of Coquitlam produced approach to understanding the needs in the community. She stated that they look to survey the differences that exist in the community like languages and cultures. Then with that information, they discover what communities are most prominent in the city. With this information, they explore within both Coquitlam and the Tri-Cities as a whole for local nonprofits to fill the needs.</p> <p>An example that Wondy provided was how the Tri-City Iranian Culture Society or TCICS worked alongside the City of Coquitlam in events like Canada Day. She stated 'we find that from an event perspective, we want cultural groups that reflect the community, but we also want them to</p>

	<p>bring an activity that is engaging and meaningful for the community to learn about the culture’.</p> <p>Wondy also explored the importance of Indigenous perspectives and said that they have an Indigenous manager that they work alongside to help plan and select culturally appropriate Indigenous cultural experiences. One thing that Wondy noted was that Canada Day can be a traumatic and triggering day for Indigenous Peoples, so they often follow the lead of what the Indigenous manager recommends they do to best honor and support their needs.</p> <p>One final piece that Wondy noted was that after events, they survey the demographics, cultures, age groups and other criteria like that to understand who is coming out and who is engaging in the programs. This gives them information for gaps to fill for future events and years.</p>
How do you ensure that the partnerships are sustainable in the long term, and what measures do you take to maintain the relationship with the non-profit organizations?	<p>Wondy noted that ensuring partnerships are sustainable in the long-term means understanding exactly what nonprofits can and cannot provide and being adaptable with how to go about supporting and working alongside them. This comes through communication and adaptability.</p> <p>Wondy provided an example from the 2020 pandemic when not many nonprofits were able to participate because of staff shortages and budget cuts. The City still wanted nonprofits to be involved in a drive-through event so they offered an honorarium to support the nonprofits that did participate. This adaptability measure ensured that the partnership was sustained. In the end, the City looked to the nonprofits and followed their lead as to what they were able to engage in.</p>
How do you measure the success of the partnerships in terms of promoting healthy communities and active citizens, and what strategies do you use to continually improve the partnerships?	<p>Wondy shared that when an event is finished there is a feedback form that nonprofits fill in and share with the City about how the event went; lesson learnt; how their experience was. If the nonprofit did not have a good experience, then Wondy’s team would meet with them to talk about what went wrong as a learning experience for the City.</p> <p>Wondy also looks for general event feedback from the community to measure success (what they want to see more of, what was something the community enjoyed, what was popular/not...). This is done through a feedback survey process.</p>
How do you balance the needs and goals of the City of Coquitlam's Parks,	Wondy highlighted that often the needs and goals usually align and the purposes of the events are quite similar. The nonprofits usually want more engagement and the City usually wants that also. This makes

Recreation, Culture and Facilities department with those of the non-profit organizations you partner with?	achieving the goal clear for both parties. If the goal is to increase multiculturalism at an event, the City usually partners with cultural groups that want to increase knowledge and appreciation for their cultures.
How do you ensure that the partnerships address the needs of diverse populations, including those who may be traditionally underrepresented or marginalized?	Wondy noted that the City engages in conversation with nonprofit organizations as they create events. For instance, they might meet with someone who has a physical disability who can provide feedback about how to make the event more accessible for people in wheelchairs, or with strollers. Another example would be connecting with organizations like Kinsight who offer feedback for neurodiverse populations and can make the event more inclusive of people on the Autism spectrum.
<p><i>*This question was added based on the previous responses from the interviewee</i></p> <p>Is there a route of successful partnership forming?</p>	Wondy highlighted that collaboration and communication were key to creating successful partnerships. Groups must be aware of their limits, capacity and resources. She said that often when groups are smaller they can really benefit from collaborating with the City and this only can come about if they are clear with what they need. If the City cannot help them then they look for other ways to support them. All of this comes from open and honest communication which is the foundation to a great partnership.

Interview 6: Marie Lopes; Vancouver Board of Parks and Recreation, Coordinator Arts and Culture and Engagement

Location/Format: Microsoft Teams

Date & Time: March 13th, 2023 10:00AM

Interview Transcript:

**Please note that for Marie, the questions were similar to the City of Coquitlam staff questions because she works for a municipality; changes are noted below.*

Tell me about your role and experience in this topic area.	Marie works for the Vancouver Board of Parks and Recreation as the Coordinator of Arts and Culture and Engagement. Her main focus area is on community cultural development through innovative artists in residence initiatives. This looks like connecting professional artists, cultural practitioners, and arts organizations into communities in a way that fosters creative practices in communities. Marie stated that she has many staff who report to her and do this work all across Vancouver, in community centers, parks and other public areas.
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<p><i>*This question was changed based on where the interviewee works</i></p> <p><i>Could you provide an example or two of a successful partnership that you've been a part of with a nonprofit organization?</i></p>	<p>Marie shared about how the Roundhouse Community Centre has many partnerships as a part of the joint operating agreement. She highlighted how there are specific policies in place that support partnerships across the community centre. One of which is the partnership with Music on Main, which is a new music concert society. They work together with the community centre to create and present music. Some of the things that they did through this partnership were collaborations with famous Canadian musicians, guitar shows for the community by the community, and festivals with professional performers.</p>
<p>How do you assess the needs of the community in terms of recreation and culture, and how do you determine which non-profit organizations to partner with to address those needs?</p>	<p>Marie highlighted how first they look at a rubric of diversity to focus on balancing partnerships between youth, seniors, Indigenous focusses work, culturally diverse work, and accessibility work. This spreads out the amount of support and work each group is getting and allows the City to ensure they are reaching a wide variety of people in their programming.</p> <p>She also noted that another way of assessing the needs is looking at what is already offered and balancing the high-effort and low-effort programs for the participants.</p> <p>One final way that they assess needs is simply by listening to the community when they are in the centres or using the facilities. Marie stated that staff are always listening when the community or artists come to them with ideas. Not only this but they look into the world for ideas.</p> <p>When it comes to selecting which nonprofit partner is a good fit for her programs, Marie stated that it is all about seeing who is coming to them and being practical with their time, spaces, and finances. She said that there is such a high demand for partnerships that her department rarely has to reach out to non-profits because they are going through all of the applicants who want to partner. However, they always check and see if the nonprofit is a good fit by going through a rubric to see if it is a practical and beneficial partnership.</p>
<p>How do you ensure that the partnerships are sustainable in the long term, and what measures do you take to maintain the relationship with the non-profit organizations?</p>	<p>Marie pointed out that in art partnerships there is a bit more risk taking because of the creative process. She said that there is no specific way of ensuring sustainability in the long term because the work can be quite experimental. However, they do work closely with new partnerships in their early stages. But as the partnership progresses, they let the creative process flow which means a lot of innovation and risk taking.</p>

	<p>Marie contrasted how in the arts department they often do not talk about failure as much as the other departments, primarily culture and recreation do.</p>
<p>How do you measure the success of the partnerships in terms of promoting healthy communities and active citizens, and what strategies do you use to continually improve the partnerships?</p>	<p>Marie explained how they use both qualitative and quantitative data to determine success. They look at the number of organizations they work with, how many artists they work with, and the connections in the community. They also collect stories and count how many people attend the events and programs. They look for people who return, and deepen their connections and relationships. They also look at how much money is being spent and brought in: they count the number of workshops, performances, interventions and so on.</p>
<p>How do you ensure that the partnerships address the needs of diverse populations, including those who may be traditionally underrepresented or marginalized?</p>	<p>She stated that the structure of their approach is very relational, so nothing is cookie-cutter but everything is differentiated depending on the group they are working with.</p>

Appendix 2A.

General Public Observation Details

	Program & Description	Partnership Organizations	Date & Time of Observation	Location of Observation
1.	<p>Ultimate Frisbee Try-it (Ages 16+ years old)</p> <p>Frisbee program to learn basic skills and play a game of ultimate.</p>	Vancouver Ultimate League & City of Coquitlam Parks, Recreation, Culture and Facilities	February 11, 2023 @6:30 – 8 PM	<p>Domenic Mobilio Field at Town Centre Park</p> <p>1299 Pinetree Way</p>
2.	<p>Preschool Swim (Ages 3-4 Years old)</p> <p>Swim program with one-on-one support for children on the autism spectrum</p>	Canucks Autism Network (CAN) & City of Coquitlam Parks, Recreation, Culture and Facilities	March 5, 2023 @8:00-8:30AM	<p>City Centre Aquatic Complex</p> <p>1210 Pinetree Way, Coquitlam</p>
3.	<p>Fencing Level One (Ages 9-10 years old)</p> <p>Basic, intermediate and advanced fencing skills classes</p>	Tri-City Fencing Academy & City of Coquitlam Parks, Recreation, Culture and Facilities	March 6, 2023 @8:00-9:00 PM	<p>Pinetree Community Centre</p> <p>1260 Pinetree Way, Coquitlam</p>
4.	<p>Jump Start: Jollyjumpers (1-18 months)</p> <p>Music and movement class for parents/caregivers and their babies</p>	Jump Start Music and Movement & The City of Coquitlam Parks, Recreation, Culture and Facilities	March 10, 2023 @11:15-12:00PM	<p>Pinetree Community Centre</p> <p>1260 Pinetree Way, Coquitlam</p>
5.	Pinetree Day	Strive Living Society &	March 10, 2023	Pinetree Community

	Program General recreation programming for adults living with disabilities	City of Coquitlam Parks, Recreation, Culture and Facilities	@12:00-12:30PM	Centre 1260 Pinetree Way, Coquitlam
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Appendix 2B.

Observation Checklist

This is the checklist that was used during the observations at the general public observations conducted.

Checklist Items	Results/Observations
Type of Partnership Formal <ul style="list-style-type: none"> - Promoted clearly as a partnership opportunity Informal <ul style="list-style-type: none"> - Roles of partnership are less clearly defined 	
Communication & Collaboration Representation from Both Parties <ul style="list-style-type: none"> - Is it clear that there is a solid relationships between the two parties in the partnership Values and mission <ul style="list-style-type: none"> - How does this program enhance the City's Strategic Plan? - Does this align with the nonprofit mission and vision? Visible Partnership <ul style="list-style-type: none"> - Is it clear that the opportunity is a partnership between the groups? - Could this program exist without the partnership? 	
Partnership Roles City of Coquitlam Contributions <ul style="list-style-type: none"> - Providing/offering spaces, resources... Nonprofit Contributions <ul style="list-style-type: none"> - Providing/offering staff, programming... 	

<p>Participants</p> <p>Numbers</p> <ul style="list-style-type: none"> - How many people attended the program? <p>Demographics of participants</p> <ul style="list-style-type: none"> - How old are the participants? - What ethnicity is mostly represented in the program? - What gender is mostly represented in the program? <p>Level of Engagement of Participants</p> <ul style="list-style-type: none"> - Are the participants having fun? - Are the participants active and engaged? - Do the participants want to come back? 	
<p>Impact on Community</p> <p>Supporting Community Building</p> <ul style="list-style-type: none"> - Is the program providing a service to the community of Coquitlam? - Does this program unite the community of Coquitlam? <p>Cost Barriers</p> <ul style="list-style-type: none"> - Are the costs being subsidized by either partner to be more inclusive? 	
<p>Sustainability</p> <p>Examples of Sustainable Practices Within the Program</p> <ul style="list-style-type: none"> - Are people showing up? - Is the timing of the program conducive for its target demographic? <p>Examples of Sustainable Partnership</p> <ul style="list-style-type: none"> - Is one group doing visibly more in this partnership? 	

Appendix 2C.

Observation Checklist Results

Observation 1: Ultimate Frisbee Try-it (Ages 16+ years old)

Checklist Items	Results/Observations
Type of Partnership Formal <ul style="list-style-type: none"> - Promoted clearly as a partnership opportunity Informal <ul style="list-style-type: none"> - Roles of partnership are less clearly defined 	<ul style="list-style-type: none"> - Informal partnership between the City of Coquitlam and Vancouver Ultimate League - Developed to fill a gap and meet a need within current outdoor sport offering
Communication & Collaboration Representation from Both Parties <ul style="list-style-type: none"> - Is it clear that there is a solid relationships between the two parties in the partnership Values and mission <ul style="list-style-type: none"> - How does this program enhance the City's Strategic Plan? - Does this align with the nonprofit mission and vision? Visible Partnership <ul style="list-style-type: none"> - Is it clear that the opportunity is a partnership between the groups? - Could this program exist without the partnership? 	<ul style="list-style-type: none"> - A staff member from the City of Coquitlam would run the welcome/registration check-in at the begin of the program before handing it off to the Vancouver Ultimate League staff to run the program. - Demonstrated solid, working relationship - The City of Coquitlam is looking to increase active citizens and healthy communities in which this program promotes. - Vancouver Ultimate League desires to expand and offer the sport in the Tri-Cities and therefore is invested in providing the "try-it" opportunity to build interest. - The registration page does not state this opportunity is a partnership but upon arriving it is clearly acknowledged and stated by instructors. - Researcher sees that this opportunity could exist without the contributions from both parties.
Partnership Roles City of Coquitlam Contributions <ul style="list-style-type: none"> - Providing/offering spaces, resources... Nonprofit Contributions <ul style="list-style-type: none"> - Providing/offering staff, programming... 	City of Coquitlam role: <ul style="list-style-type: none"> - Provide field space - Registration - Promotion - Equipment Vancouver Ultimate League role: <ul style="list-style-type: none"> - Program Expertise/ Instructor - Promotion

	<ul style="list-style-type: none"> - Program operations
<p>Participants</p> <p>Numbers</p> <ul style="list-style-type: none"> - How many people attended the program? <p>Demographics of participants</p> <ul style="list-style-type: none"> - How old are the participants? - What ethnicity is mostly represented in the program? - What gender is mostly represented in the program? <p>Level of Engagement of Participants</p> <ul style="list-style-type: none"> - Are the participants having fun? - Are the participants active and engaged? - Do the participants want to come back? 	<ul style="list-style-type: none"> - Three participants attended - Participants looked to be between the ages of 25-45 - It appeared that all three participants were of different ethnic backgrounds - One female, two male participants - Participants appeared to be engaged, active and having fun. - It appeared there was limit number of activities or drills could be done with so few participants - Participants had been attending for several weeks as this is how long the program ran for.
<p>Impact on Community</p> <p>Supporting Community Building</p> <ul style="list-style-type: none"> - Is the program providing a service to the community of Coquitlam? - Does this program unite the community of Coquitlam? <p>Cost Barriers</p> <ul style="list-style-type: none"> - Are the costs being subsidized by either partner to be more inclusive? 	<ul style="list-style-type: none"> - City staff stated that this program fosters community around learning and in this case learning a new sport. This type of opportunity promotes active, healthy and engaged participants while also fulfilling a gap within City of Coquitlam and Not-for-Profit organization programming. - There are no costs associated with this program for participants
<p>Sustainability</p> <p>Examples of Sustainable Practices Within the Program</p> <ul style="list-style-type: none"> - Are people showing up? - Is the timing of the program conducive for its target demographic? <p>Examples of Sustainable Partnership</p> <ul style="list-style-type: none"> - Is one group doing visibly more in this partnership? 	<ul style="list-style-type: none"> - Lack of participants threatens the sustainability of the partnership. Without good registration numbers it is hard to justify allocating field space and resources towards the program. - It is unclear whether the timing or date of the program is conducive for the target demographic although with low registration it perhaps is not. - In terms of running the program, Vancouver Ultimate League is doing more; however, the City is clearly making a visible effort to promote and accommodate the program. The field that is being used is a beautiful artificial turf field

Observation 2: CAN Swim - Preschool Swim (Ages 3-4 Years old)

Checklist Items	Results/Observations
<p>Type of Partnership</p> <p>Formal</p> <ul style="list-style-type: none"> - Promoted clearly as a partnership opportunity <p>Informal</p> <ul style="list-style-type: none"> - Roles of partnership are less clearly defined 	<ul style="list-style-type: none"> - The partnership between the Canucks Autism Network (CAN) and the City of Coquitlam is a formal partnership. - The partnership is not outright advertised in the City's program guide, but on their website. The program sign up is through the CAN website, participants need to get a CAN membership to sign up - not through the City of Coquitlam.
<p>Communication & Collaboration</p> <p>Representation from Both Parties</p> <ul style="list-style-type: none"> - Is it clear that there is a solid relationships between the two parties in the partnership <p>Values and mission</p> <ul style="list-style-type: none"> - How does this program enhance the City's Strategic Plan? - Does this align with the nonprofit mission and vision? <p>Visible Partnership</p> <ul style="list-style-type: none"> - Is it clear that the opportunity is a partnership between the groups? - Could this program exist without the partnership? 	<ul style="list-style-type: none"> - Both partners are being represented in this program. - CAN swim staff were respected and included in the pool - The one-to-one support includes members of the community (children on the autism spectrum) into sport and recreation which lines up with the City's Strategic Plan: "Create a balanced offering of programs and services accessible to all ages, abilities, genders, interests, income levels and cultures." <ul style="list-style-type: none"> - Promotes active citizens and healthy community - This program could not exist without the partnership because of the one-to-one nature of the program
<p>Partnership Roles</p> <p>City of Coquitlam Contributions</p> <ul style="list-style-type: none"> - Providing/offering spaces, resources... <p>Nonprofit Contributions</p> <ul style="list-style-type: none"> - Providing/offering staff, programming... 	<ul style="list-style-type: none"> - The City clearly is providing space/facility use which includes lifeguards, safety equipment, front desk staff, general pool stuff etc. - Registration is through CAN, not the City. - The CAN staff provide swim instructors, and they are visibly with the CAN organization and not with the City swim instructors because they are wearing uniforms. - CAN offers training to the City of Coquitlam in working with children on the autism spectrum.

<p>Participants</p> <p>Numbers</p> <ul style="list-style-type: none"> - How many people attended the program? <p>Demographics of participants</p> <ul style="list-style-type: none"> - How old are the participants? - What ethnicity is mostly represented in the program? - What gender is mostly represented in the program? <p>Level of Engagement of Participants</p> <ul style="list-style-type: none"> - Are the participants having fun? - Are the participants active and engaged? - Do the participants want to come back? 	<ul style="list-style-type: none"> - 4 staff - 2 volunteers - 3 participants (4 is a full class) - Age was 3-4 years old, however classes are offered to other ages at different times - One-to-one ratio of staff to participants with volunteers as extra support - Primarily white participants - Equal gender representation - Participants were having fun in the water; the program staff were engaging and excited to teach and get the participants comfortable - The participants were active and engaged in swimming the whole time - Safety is high priority - Participants want to come back as the lessons are usually full
<p>Impact on Community</p> <p>Supporting Community Building</p> <ul style="list-style-type: none"> - Is the program providing a service to the community of Coquitlam? - Does this program unite the community of Coquitlam? <p>Cost Barriers</p> <ul style="list-style-type: none"> - Are the costs being subsidized by either partner to be more inclusive? 	<ul style="list-style-type: none"> - Traditionally excluded participants are allowed a safe and inclusive space to explore and get comfortable with water - Program is run the same time as other aquatic services: aquafit, lane swimming, free swim... thus the participants are actively engaging in community at the same time as other recreation users <p>Cost Barriers</p> <ul style="list-style-type: none"> - Unable to know for sure
<p>Sustainability</p> <p>Examples of Sustainable Practices Within the Program</p> <ul style="list-style-type: none"> - Are people showing up? - Is the timing of the program conducive for its target demographic? <p>Examples of Sustainable Partnership</p> <ul style="list-style-type: none"> - Is one group doing visibly more in this partnership? 	<ul style="list-style-type: none"> - The program is resource heavy for the CAN swim team, because of the number of staff required to operate a lesson - However, that seems to be a value of CAN so it must be sustainable for them in some ways to be able to keep going - The partnership seems equal because of the number of resources that both the City and CAN are offering to one another

Observation 3: Fencing Level One (Ages 9-10 years old)

Checklist Items	Results/Observations
Type of Partnership Formal <ul style="list-style-type: none"> - Promoted clearly as a partnership opportunity Informal <ul style="list-style-type: none"> - Roles of partnership are less clearly defined 	Formal partnership between the Tri-City Fencing Academy and the City of Coquitlam. The City of Coquitlam advertises the fencing in their program guide and registration is done through the City's website.
Communication & Collaboration Representation from Both Parties <ul style="list-style-type: none"> - Is it clear that there is a solid relationships between the two parties in the partnership Values and mission <ul style="list-style-type: none"> - How does this program enhance the City's Strategic Plan? - Does this align with the nonprofit mission and vision? Visible Partnership <ul style="list-style-type: none"> - Is it clear that the opportunity is a partnership between the groups? - Could this program exist without the partnership? 	<ul style="list-style-type: none"> - Both parties are providing services and filling gaps that the other needs. - The program enhances the City's Strategic Plan in this area: - "Encourage all citizens to be active through a wide-range of recreational activities in our facilities, parks and trails" - This program could not exist without the partnership as it is highly specialized training that the Fencing Academy provides
Partnership Roles City of Coquitlam Contributions <ul style="list-style-type: none"> - Providing/offering spaces, resources... Nonprofit Contributions <ul style="list-style-type: none"> - Providing/offering staff, programming... 	City is contributing: <ul style="list-style-type: none"> - Registration, space, staffing/upkeep for the space, and various resources Nonprofit is contributing: <ul style="list-style-type: none"> - Specialized staff & specialized equipment which is brought in each time.
Participants Numbers <ul style="list-style-type: none"> - How many people attended the program? Demographics of participants <ul style="list-style-type: none"> - How old are the participants? - What ethnicity is mostly represented in the program? - What gender is mostly represented in the program? Level of Engagement of Participants	<ul style="list-style-type: none"> - 11 participants - 2 instructors - Primarily of Asian descent including Chinese, Japanese and several other ethnicities represented - Age was between 9-10 years old however other ages are offered at different times - Equal gender representation - Participants were engaged and excited for the program - High respect for the instructors and the

<ul style="list-style-type: none"> - Are the participants having fun? - Are the participants active and engaged? - Do the participants want to come back? 	space was shown by participants
Impact on Community Supporting Community Building <ul style="list-style-type: none"> - Is the program providing a service to the community of Coquitlam? - Does this program unite the community of Coquitlam? Cost Barriers <ul style="list-style-type: none"> - Are the costs being subsidized by either partner to be more inclusive? 	<ul style="list-style-type: none"> - By providing services and specialized programming that would not have been offered otherwise - Giving participants an opportunity to try something new, engage with sport, participate in safe and risky play, & promotes positive healthy relationships between participants Cost barriers <ul style="list-style-type: none"> - Unable to identify if the program was being subsidized
Sustainability Examples of Sustainable Practices Within the Program <ul style="list-style-type: none"> - Are people showing up? - Is the timing of the program conducive for its target demographic? Examples of Sustainable Partnership <ul style="list-style-type: none"> - Is one group doing visibly more in this partnership? 	<ul style="list-style-type: none"> - Partnership was during off-peak hours, later at night, and therefore does not pose a burden to City programming while still being accessible for parents and community participating - The participants are old enough that the timing is not too late, but young enough that they are still in school, good timing - Both groups are visibly contributing to the partnership

Observation 4: Jump Start: Jollyjumpers (1-18 months)

Checklist Items	Results/Observations
Type of Partnership Formal <ul style="list-style-type: none"> - Promoted clearly as a partnership opportunity Informal <ul style="list-style-type: none"> - Roles of partnership are less clearly defined 	<ul style="list-style-type: none"> - Promoted as a partnership on the City of Coquitlam registration page. - Formal Partnership - When researcher asked the front desk staff they didn't know if the instructor was City staff or from Jumpstart. Doing more research online, researcher found that the staff was from Jumpstart.
Communication & Collaboration Representation from Both Parties <ul style="list-style-type: none"> - Is it clear that there is a solid 	<ul style="list-style-type: none"> - Yes, there is a solid relationship between the two parties in the partnership. Both organizations were upholding their aspects

<p>relationships between the two parties in the partnership</p> <p>Values and mission</p> <ul style="list-style-type: none"> - How does this program enhance the City's Strategic Plan? - Does this align with the nonprofit mission and vision? <p>Visible Partnership</p> <ul style="list-style-type: none"> - Is it clear that the opportunity is a partnership between the groups? - Could this program exist without the partnership? 	<p>of the relationship.</p> <ul style="list-style-type: none"> - This program meets the needs of a targeted demographic and fosters community and active participation. - This program aligns with the mission and vision of the nonprofit as this is their program and concept. - Yes, this partnership is clear between the groups. - Not without specialized training and staff with expertise in this area.
<p>Partnership Roles</p> <p>City of Coquitlam Contributions</p> <ul style="list-style-type: none"> - Providing/offering spaces, resources... <p>Nonprofit Contributions</p> <ul style="list-style-type: none"> - Providing/offering staff, programming... 	<p>City of Coquitlam role:</p> <ul style="list-style-type: none"> - Provides space - Runs registration process - Provides gym mats/ other supplies. <p>Jumpstarts role:</p> <ul style="list-style-type: none"> - Provides instructor - Provides program plan - Expertise in program area
<p>Participants</p> <p>Numbers</p> <ul style="list-style-type: none"> - How many people attended the program? <p>Demographics of participants</p> <ul style="list-style-type: none"> - How old are the participants? - What ethnicity is mostly represented in the program? - What gender is mostly represented in the program? <p>Level of Engagement of Participants</p> <ul style="list-style-type: none"> - Are the participants having fun? - Are the participants active and engaged? - Do the participants want to come back? 	<ul style="list-style-type: none"> - 6 mothers and their babies - 1 instructor - Looked approximately 30-40yrs and 1-18 months - Caucasian and Asian - Only mothers, no fathers. <ul style="list-style-type: none"> - Participants looked to be engaged, active, and having fun. Lots of smiles - Participants visibly look like they want to come back to the program (ongoing participation)
<p>Impact on Community</p> <p>Supporting Community Building</p> <ul style="list-style-type: none"> - Is the program providing a service to the community of Coquitlam? - Does this program unite the community of Coquitlam? <p>Cost Barriers</p> <ul style="list-style-type: none"> - Are the costs being subsidized by either 	<ul style="list-style-type: none"> - This opportunity provides a service to a targeted demographic that promotes community, active participation and exposes babies to movement and music at a young age. - It is unclear if the program is being subsidized by either party.

partner to be more inclusive?	
Sustainability Examples of Sustainable Practices Within the Program <ul style="list-style-type: none"> - Are people showing up? - Is the timing of the program conducive for its target demographic? Examples of Sustainable Partnership <ul style="list-style-type: none"> - Is one group doing visibly more in this partnership? 	<ul style="list-style-type: none"> - Participants showed up (Some were late to arrive) - Based on attendance it seems that the target demographic is being reached. Although there was no male representation within the program perhaps due today and time of activity. - Each party is responsible for different roles but are contributing equally and benefiting each other.

Observation 5: Pinetree Day Program

Checklist Items	Results/Observations
Type of Partnership Formal <ul style="list-style-type: none"> - Promoted clearly as a partnership opportunity Informal <ul style="list-style-type: none"> - Roles of partnership are less clearly defined 	<ul style="list-style-type: none"> - Informal partnership between Strive Living Society and the City of Coquitlam Parks, Recreation, Culture and Facilities
Communication & Collaboration Representation from Both Parties <ul style="list-style-type: none"> - Is it clear that there is a solid relationships between the two parties inf the partnership Values and mission <ul style="list-style-type: none"> - How does this program enhance the City's Strategic Plan? - Does this align with the nonprofit mission and vision? Visible Partnership <ul style="list-style-type: none"> - Is it clear that the opportunity is a partnership between the groups? - Could this program exist without the partnership? 	<ul style="list-style-type: none"> - A solid relationship exists as the program runs Monday-Friday from 11-3pm weekly in the Pinetree Community Centre Youth Lounge. That's a lot of allocated time and space. - This program provides enhanced recreation services to adults with developmental and cognitive disabilities. - This program aligns with the City's strategic plan and the non-profits mission and vision. - No clear information to know if there is a partnership online when looking for the event/program but at the facility it was clear based on the collaboration between Strive and the City's resources, and space.
Partnership Roles City of Coquitlam Contributions <ul style="list-style-type: none"> - Providing/offering spaces, resources... 	City of Coquitlam role: <ul style="list-style-type: none"> - Facility space - Resources

<p>Nonprofit Contributions</p> <ul style="list-style-type: none"> - Providing/offering staff, programming... 	<p>Strive Living Society role:</p> <ul style="list-style-type: none"> - Programming - Instructors - Expertise
<p>Participants</p> <p>Numbers</p> <ul style="list-style-type: none"> - How many people attended the program? <p>Demographics of participants</p> <ul style="list-style-type: none"> - How old are the participants? - What ethnicity is mostly represented in the program? - What gender is mostly represented in the program? <p>Level of Engagement of Participants</p> <ul style="list-style-type: none"> - Are the participants having fun? - Are the participants active and engaged? - Do the participants want to come back? 	<ul style="list-style-type: none"> - 14 participants, 3 staff - Age of participants was 21+ - Variety of ethnicities but predominantly Caucasian. - Equal representation of genders - Participants looked to be having fun, were active and engaged in the program.
<p>Impact on Community</p> <p>Supporting Community Building</p> <ul style="list-style-type: none"> - Is the program providing a service to the community of Coquitlam? - Does this program unite the community of Coquitlam? <p>Cost Barriers</p> <ul style="list-style-type: none"> - Are the costs being subsidized by either partner to be more inclusive? 	<ul style="list-style-type: none"> - This program was providing a valuable service to a specific demographic within the community of Coquitlam. - This program unites the community of Coquitlam by bringing a variety of individuals together to share in recreational pursuits, learn and grow together. <p>Cost Barriers</p> <ul style="list-style-type: none"> - Cannot visibly see if program is being subsidized
<p>Sustainability</p> <p>Examples of Sustainable Practices Within the Program</p> <ul style="list-style-type: none"> - Are people showing up? - Is the timing of the program conducive for its target demographic? <p>Examples of Sustainable Partnership</p> <ul style="list-style-type: none"> - Is one group doing visibly more in this partnership? 	<ul style="list-style-type: none"> - Participants are showing up - Based on the number of participants researcher concludes that the timing of the program is conducive for the target audience. - It appears that the nonprofit perhaps is responsible for a majority of the program with the City simply providing the space within its facility. - This program made use of the youth center while youth are in school. A great way to maximize the benefit and usage of space that would traditionally sit vacant

	throughout the day.
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Appendix 3A.

Documents Analyzed

	Document Title	Creator/Author	Date Published/Updated	Type of Document
1.	Spirit of Coquitlam Grant Information and Application Guide 2023	City of Coquitlam	2023/ Living	Public document, application guide
2.	NVRC Program Services Agreement	North Vancouver Recreation & Culture Commission	2023/ Living	Public document, service partnership agreement draft
3.	Parks, Recreation and Culture Master Plan	City of Coquitlam	Endorsed on June 19, 2017/ Living	Public document/ framework for Parks, Recreation, and Culture in Coquitlam
4.	Community Services Agreement Template	City of Coquitlam	Living	Internal document/ Legal document for formal partnerships
5.	Facility Allocation Policy	City of Coquitlam	Revised 2017/ Living/ Up to date	Public document/ Policy and Procedure Manual
6.	Fees and Charges Bylaw And Policy Framework	City of Abbotsford Parks, Recreation & Culture	July 2021/ Living	Public document/ Fees and charges bylaw and policy framework

Appendix 3B.

Framework/Checklist for Documents

Checklist of Areas to Analyze	Checklist Findings
Document Details Creator/author Date published/updated	

<ul style="list-style-type: none"> - Is it living? - Is it up-to-date? Public/Privileged <ul style="list-style-type: none"> - Is it an internal document or is it available to the public? Type of document	
Purpose of the Document What is the document used for and who uses it?	
Keyword Search Partnership with [Sometimes changed to “Presented by”] Forming/formation Nonprofit or not-for-profit [Organizations] Active [Citizens] Healthy [Communities]	
Forming Partnerships Does the document lay out how to form partnerships with nonprofits? <ul style="list-style-type: none"> - What does this include/look like? 	
Accomplishing Strategic Goals Content related to the formation of healthy communities and active citizens	
Common Themes	

Appendix 3C.

Each of the Documents Against the Framework

Document 1: Spirit of Coquitlam Grant Information and Application Guide 2023

Checklist of Areas to Analyze	Checklist Findings
Document Details Creator/author	<ul style="list-style-type: none"> - The creator of this document is the City of Coquitlam and was last updated in 2023.

<p>Date published/updated</p> <ul style="list-style-type: none"> - Is it living? - Is it up-to-date? <p>Public/Privileged</p> <ul style="list-style-type: none"> - Is it an internal document or is it available to the public? <p>Type of document</p>	<ul style="list-style-type: none"> - Seeing as this is the current Spirit of Coquitlam Grant Information and Application Guide it is a living document. - This is a publicly available document that can be accessed via the City of Coquitlam's website. - This document is informational and provides the guidelines and process to applying for and obtaining Spirit of Coquitlam grant funding.
<p>Purpose of the Document</p> <p>What is the document used for and who uses it?</p>	<ul style="list-style-type: none"> - The document is created with the intent of providing an overview of the Spirit of Coquitlam grant. How the grant program can benefit not-for-profit and community-based organizations and how the application process works. - Not-for-profit, community-based organizations are those who would access this document most, specifically those looking for additional funding.
<p>Keyword Search</p> <p>Partnership with [Sometimes changed to "Presented by"]</p> <p>Forming/formation</p> <p>Nonprofit or not-for-profit [Organizations]</p> <p>Active [Citizens]</p> <p>Healthy [Communities]</p>	<ul style="list-style-type: none"> - "Partnership" is found twice within the document and is used within the context of evaluation criteria and meeting the eligibility requirements - No reference to "forming" or "formation" - "Not-for-profit" is found seven times with the document and is used within all contexts of the document as they are the key beneficiary. - Active is found three times and used within the context of the not-for-profit role within the community. - "Healthy" is not referenced
<p>Forming Partnerships</p> <p>Does the document lay out how to form partnerships with nonprofits?</p> <ul style="list-style-type: none"> - What does this include/look like? 	<p>This document demonstrates and explains the necessary requirements to be eligible and apply for the Spirit of Coquitlam grant as a form of partnership with a not-for-profit organization.</p> <p>This includes:</p> <ul style="list-style-type: none"> - Who is eligible - What kind of partnership funding the City of Coquitlam is looking to provide - The various "streams" in which organizations can apply - Other relevant information and how to seek support or further information.
<p>Accomplishing Strategic Goals</p> <p>Content related to the formation of healthy communities and active citizens</p>	<p>The Spirit of Coquitlam grant aligns with the City of Coquitlam's strategic goal of forming healthy communities and active citizens by offering funding that</p>

	directly benefits not-for-profit organizations in the community that are meeting the needs of community members and increasing citizens active participation through their programs, services or events.
Common Themes	<p>City of Coquitlam funding partnership for not-for-profits that are based in and serving Coquitlam residents.</p> <ul style="list-style-type: none"> - Resourced based partnership to meet community need

Document 2: NVRC Program Services Agreement

Checklist of Areas to Analyze	Checklist Findings
Document Details Creator/author Date published/updated <ul style="list-style-type: none"> - Is it living? - Is it up-to-date? Public/Privileged <ul style="list-style-type: none"> - Is it an internal document or is it available to the public? Type of document	<ul style="list-style-type: none"> - The creator of the document is the North Vancouver Recreation & Culture Commission - Updated 2023/ Living document - Publicly accessible document - Service Agreement/contract
Purpose of the Document What is the document used for and who uses it?	<ul style="list-style-type: none"> - The purpose of the document is to outline the conditions, expectation, and parameters within a service arrangement between the North Vancouver Recreation & Culture Commission and an external recreation and or culture service provider such as a not-for-profit organization.
Keyword Search Partnership with [Sometimes changed to "Presented by"] Forming/formation Nonprofit or not-for-profit [Organizations] Active [Citizens] Healthy [Communities]	<ul style="list-style-type: none"> - "Partnership" is found twice within the document but not in an expected way but for legal purposes within the service agreements and for the purpose of these agreements are not considered partnerships. - "Formation" is not referenced in this document - "Non-profit" is not referenced in this document - "Active" is not referenced in this document - "Healthy" is not referenced in this document
Forming Partnerships Does the document lay out how to form partnerships with nonprofits? <ul style="list-style-type: none"> - What does this include/look like? 	<ul style="list-style-type: none"> - This document doesn't refer to the formation of partnerships specifically but outlines the agreement used in the formation of program services offered within NVRC facilities by other

	organizations such as nonprofits for the purpose of complementing other existing programs or services and providing recreation and culture programming.
Accomplishing Strategic Goals Content related to the formation of healthy communities and active citizens	<ul style="list-style-type: none"> - The program services agreement outlines that the agreement is intended to foster and deliver recreation and or culture services to the North Vancouver community. Within this expectation healthy communities and active citizens would be an expected outcome of these service agreements.
Common Themes	<ul style="list-style-type: none"> - Clearly established for the purposes of delivering more, and often specialized programs or services that the NVRC could not easily accomplish on their own. - Is a legal document that ensures that in the event of dysfunction, legal action or termination all actionable parameters are clearly articulated. This provides clear expectation, requirements and structure within the program service arrangement.

Document 3: Parks, Recreation and Culture Master Plan

Checklist of Areas to Analyze	Checklist Findings
Document Details Creator/author Date published/updated <ul style="list-style-type: none"> - Is it living? - Is it up-to-date? Public/Privileged <ul style="list-style-type: none"> - Is it an internal document or is it available to the public? Type of document	<ul style="list-style-type: none"> - The creator of the document is the City of Coquitlam - Endorsed on June 19, 2017 and is considered a living document - It is a publicly accessible document - It is a Master Plan providing strategic direction and priorities for the City of Coquitlam's Parks, Recreation, Culture and Facilities department.
Purpose of the Document What is the document used for and who uses it?	<ul style="list-style-type: none"> - As summarized in the Master Plan document, the purpose of the Master Plan is to assess the current needs, and standing of Parks, Recreation, Culture and Facilities programs and services. From there the Master Plan outlines the direction forward and how the City can evolve and develop over the coming 15 to 20 years. - City staff refer to the Master Plan as their work

	“bible” and is referenced regularly to determine priorities and assess/direct work plans. (Mostly at the coordinator or higher job classes)
Keyword Search Partnership with [Sometimes changed to “Presented by”] Forming/formation Nonprofit or not-for-profit [Organizations] Active [Citizens] Healthy [Communities]	<ul style="list-style-type: none"> - “Partnership” is referenced 101 times within the Master Plan and is clearly an important aspect within all program and service delivery. - “Formation” is not found within this document - “Not-for-profit” is referenced 11 times within the Master Plan and is referenced within the context of cooperation and supporting the work of nonprofits. - “Active” is referenced 73 times throughout the document as many programs and services within the PRCF department foster active participation. - “Healthy” is referenced 9 times throughout the document and is used within the context of creating healthy communities, environments, spaces and reinforcing the importance of creating physically active lifestyles within citizens.
Forming Partnerships Does the document lay out how to form partnerships with nonprofits? <ul style="list-style-type: none"> - What does this include/look like? 	<ul style="list-style-type: none"> - Yes, the document discusses some aspects of forming partnerships such as various avenues to explore, however, doesn’t provide much specific direction in terms of the partnership formation process. - This involves the use of program service agreements and must enhance the City of Coquitlam’s service delivery.
Accomplishing Strategic Goals Content related to the formation of healthy communities and active citizens	This document outlines the strategic goals and what is required to accomplish these goals. Although the document is very large and provides much detail it doesn’t explicitly say exactly what needs to happen to achieve these goals.
Common Themes	The Master Plan highlights throughout how important partnerships are within the City of Coquitlam operating framework and program delivery. Enhancing service delivery and meeting the needs of all community members being a large motivator for this approach.

Document 4: Community Services Agreement Template

Checklist of Areas to Analyze	Checklist Findings
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Document Details Creator/author Date published/updated <ul style="list-style-type: none"> - Is it living? - Is it up-to-date? Public/Privileged <ul style="list-style-type: none"> - Is it an internal document or is it available to the public? Type of document	<ul style="list-style-type: none"> - This document was created by the City of Coquitlam. - Unknown information related to publish date or updates however, it is a living and actively used document. - This is a privileged document and can only be accessed by organizations looking to enter a community service agreement with the City of Coquitlam - This is a service agreement doc that is used for the formalization of partnerships between external organizations such as nonprofits and the City of Coquitlam.
Purpose of the Document What is the document used for and who uses it?	<ul style="list-style-type: none"> - The purpose of this document is to outline the implementation of a program or service partnership in a City facility that benefits Coquitlam residents. - Outlines obligations from both parties along with considerations and respective rights.
Keyword Search Partnership with [Sometimes changed to "Presented by"] Forming/formation Nonprofit or not-for-profit [Organizations] Active [Citizens] Healthy [Communities]	<ul style="list-style-type: none"> - "Partnership" is referenced 1 time in a legal context to ensure that both parties understand that liability is not imposed on either party. - "Formation" is not referenced in this document - "Not-for-Profit" is not referenced in this document - "Active" is not referenced in this document - "Healthy" is not referenced in this document
Forming Partnerships Does the document lay out how to form partnerships with nonprofits? <ul style="list-style-type: none"> - What does this include/look like? 	This document doesn't refer to the formation of partnerships specifically but outlines the agreement used in the formation of community services offered within City of Coquitlam facilities by other organizations such as nonprofits for the purpose of complementing existing programs or services and providing recreation programming.
Accomplishing Strategic Goals Content related to the formation of healthy communities and active citizens	This document is a tool used in the formalization of program services offered between the City of Coquitlam and external organizations ultimately enabling the City to better serve the community and their respective and diverse needs.
Common Themes	<ul style="list-style-type: none"> - Almost identical to the NVRC Program Service Agreement.

	<ul style="list-style-type: none"> - Extensive legal jargon - Policy and procedures that clearly outlines expectations and courses of action within the agreement.
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Document 5: Facility Allocation Policy

Checklist of Areas to Analyze	Checklist Findings
Document Details Creator/author Date published/updated <ul style="list-style-type: none"> - Is it living? - Is it up-to-date? Public/Privileged <ul style="list-style-type: none"> - Is it an internal document or is it available to the public? Type of document	<ul style="list-style-type: none"> - This document was created by the City of Coquitlam - It was adopted in 1999 and most recently revised in April 2017 and is considered a living document. - It is a publicly accessible document - This document outlines how facility space is allocated within the PRCF depart of the City of Coquitlam
Purpose of the Document What is the document used for and who uses it?	<ul style="list-style-type: none"> - This document is used by City staff and facility users in guiding facility allocation as it pertains to the PRCF department within the City of Coquitlam. The policy was formed with the Master Plans key strategies and direction at the fore front.
Keyword Search Partnership with [Sometimes changed to "Presented by"] Forming/formation Nonprofit or not-for-profit [Organizations] Active [Citizens] Healthy [Communities]	<ul style="list-style-type: none"> - "Partnership" is referenced 1 time in the context of allocating space for new programming in partnership with another organization. - "Formation" is not referenced in this document - "Not-for-Profit" is referenced 2 times within the context of defining was is meant by a Coquitlam or Tri-Cities Group - "Active" is referenced 3 times in relation to statistics of active participants, time/hours active play and guiding principles. - "Healthy" is not referenced in this document
Forming Partnerships Does the document lay out how to form partnerships with nonprofits? <ul style="list-style-type: none"> - What does this include/look like? 	<p>The document doesn't explicitly lay out how to form partnerships with nonprofits however, after reading about how the City takes priority when it comes to enhancing sport, recreation and cultural opportunities as well as establishing new programming to meet community needs. Not-for-profits are far more likely to receive allocated space when trying to address a community need or</p>

	opportunity in partnership with the City of Coquitlam.
Accomplishing Strategic Goals Content related to the formation of healthy communities and active citizens	Yes, the policy explicitly states that all use of City facilities must align with the strategic goals and directions as outlined in the PRCF Master Plan.
Common Themes	This document reinforces the theme of enhance service delivery, meeting unmet community needs and the City's willingness to provide space when engaging in partnerships with nonprofit organizations. This policy was revised in conjunction with the City PRCF Master Plan and reiterates the importance the City has on partnership programming and service delivery.

Document 6: Fees and Charges Bylaw and Policy Framework

Checklist of Areas to Analyze	Checklist Findings
Document Details Creator/author Date published/updated - Is it living? - Is it up-to-date? Public/Privileged - Is it an internal document or is it available to the public? Type of document	<ul style="list-style-type: none"> - This document was prepared by RC Strategies for the City of Abbotsford - It was published on July 2021 and is a living document - This is a publicly accessible document - This document outlines the fees and charges bylaw and surrounding policy as it pertains to meeting the City of Abbotsford strategic plan and providing a benefits-based approach to cost recovery and funding streams.
Purpose of the Document What is the document used for and who uses it?	<ul style="list-style-type: none"> - The document is used to make decision on how City funds are allocated towards costs as well as help staff assess cost recovery and pricing of programs, facility rentals and services based on the benefits continuum.
Keyword Search Partnership with [Sometimes changed to "Presented by"] Forming/formation Nonprofit or not-for-profit [Organizations] Active [Citizens] Healthy [Communities]	<ul style="list-style-type: none"> - "Partnership" is referenced 1 time within the context of the City of Abbotsford working with community organizations that use subsidized spaces to ensure costs are appropriate based on what the allocated space is being used for. - "Formation" is not referenced in this document - "Not-for-Profit" is not referenced in this document - "Active" is reference 6 times in the context of the fees and charges structure promoting active citizens.

	<ul style="list-style-type: none"> - “Healthy” is not referenced in this document
Forming Partnerships Does the document lay out how to form partnerships with nonprofits? <ul style="list-style-type: none"> - What does this include/look like? 	<ul style="list-style-type: none"> - Seeing that financial support for nonprofits is key findings from the Spirit of Coquitlam grant I felt as though looking at a benefits based approach to fees and charges would be beneficial to the City of Coquitlam as it forms further partnerships. - This document outlines how the benefits-based approach is used within the City of Abbotsford to use City funds (tax support) to subsidize services or programs based on their percentage benefit to the community.
Accomplishing Strategic Goals Content related to the formation of healthy communities and active citizens	<ul style="list-style-type: none"> - This document outlines how it aligns with the City of Abbotsford strategic plan and the PRC Master Plan. Throughout the document the importance of fees and subsidies reflecting the community needs with sound rationale further enforces and enables the City to build healthy communities and active citizens.
Common Themes	<ul style="list-style-type: none"> - User fees and subsidies should be based on a structure that considers community impact and to what extent a program, or service is addressing the community’s needs. - When forming partnerships with non-profit organizations it’s important to consider the financial policies and fees structures that exist to ensure community needs are being met with community supported funds. This structure requires that accountability and evaluation be components of any fees & charges framework.