

Multi-Stakeholder Partnerships for Community Sustainability Plan
Implementation: Understanding Structures and Outcomes at the Partner and
Partnership Levels

by

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Author's Declaration

This thesis consists of material all of which I authored or co-authored: see Statement of Contributions included in the thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

I understand that my thesis may be made electronically available to the public.

Statement of Contributions

I am the sole author of Chapters 1, 2, 3, 4 and 8 of this dissertation. Chapters 5-7 are based on papers that were co-authored with other contributors. I am the lead author on the papers that Chapters 6 and 7 are based on, and the second author on the paper in Chapter 5. Chapter 5 is based on a paper co-authored with Amelia Clarke. Chapter 6 is based on a paper co-authored with Amelia Clarke, Lei Huang, and May Seitanidi. Finally, Chapter 7 is based on a paper co-authored with Amelia Clarke and Lei Huang. Bibliographic citations for the papers the co-authored chapters are based on are below.

Chapter 5 – Multi-Stakeholder Partnerships for Sustainability: A Resource-Based View of Partner Outcomes

Clarke, A. & MacDonald, A. (2013). A Resource-Based View on Partner Outcomes from Cross-Sector Social Partnerships. Paper presented at Administrative Sciences Association of Canada; June 1, 2013.

Chapter 6 – Multi-Stakeholder Partnerships for Sustainability: A Resource-Based View of Partner Implementation and Outcomes

MacDonald, A., Clarke, A., Huang, L., & Seitanidi, M. (2014). Exploring Large Cross-sector Social Partnerships: A Study on Implementation Structure and Outcome Using an Extended Resource-based View. Paper presented at Symposium on Cross-sector Social Interactions, Boston, Massachusetts; May 30, 2014.

Chapter 7 - Multi-Stakeholder Partnerships for Sustainability: A Relational View of Partnership Implementation and Outcomes

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Abstract

Worldwide, the prevalence and complexity of sustainable development challenges require coordinated action from actors in the private, public, and civil society sectors.

Partnerships that embody inclusivity and heterogeneity are emerging as a way forward.

Such partnerships build capacity by developing and leveraging the diverse perspectives and resources of the multiple stakeholders that represent all three sectors. Multi-

stakeholder partnerships are designed to address and prioritize social problems and due to

the number of partners, do not have the resources to negotiate the strategic interests of

individual partners. Thus, it can be problematic to define the value proposition for

partners involved in multi-stakeholder partnerships. Moreover, multi-stakeholder

partnerships address social problems by building and leveraging the collective capacity of

the partnering stakeholders; however, there are significant issues related to accessing the

necessary resources at the partnership level.

This dissertation uses resource-oriented theories to examine how resources are gained at both the partner and partnership levels of analysis. At the partner level, resource-based view theory is used to, i) identify which partnership resources are valuable, rare, and costly for competitors to imitate, and ii) identify how partners can organize to capture value by creating internal implementation structures. Specifically, this study examines the relationship between individual implementation structure and four types of partner capital: physical/financial, human, organizational, and shared. At the partnership level, relational view theory is used to understand how the processes of knowledge-sharing and collaborative decision making work together as subcomponents of structures to develop partnership capital.

Two separate surveys were used to collect data for this dissertation: the partner survey and the partnership survey. The partner survey collected data about partner-level implementation and outcomes. It surveyed 42 partners involved in multi-stakeholder partnerships implementing community sustainability plans across Canada. Findings from the partner survey indicate that partners prefer outcomes related to building relationships and gaining knowledge. The survey also found that partners who implement by creating internal structures for implementation, such as creating new sustainability-related positions or teams, experienced more learning and gained further knowledge, better relationships, and more cost savings than partners who did not implement in this way. The partnership survey collected data about partnership-level implementation and outcomes. It surveyed 94 local authorities leading the implementation of community sustainability plans through partnerships from around the world. Findings from the partnership survey indicate that collaborative decision making has a positive effect on communication and renewal systems, which has a positive influence on a partnership's capacity in the areas of knowledge and learning, relationships, and adaptability.

The findings in this dissertation contribute to the social partnership literature by indicating that plan implementation can occur concurrently at two levels: the partner and the partnership level. Moreover, it finds that based on partner perceptions different approaches to implementation at each level may result in varying outcomes for partners and the partnership. The overarching implication of this research is that while multi-stakeholder partnerships and local sustainable development challenges are embedded in complex social, ecological and economic systems, and are themselves complex, there

may be aspects within the control of the partners that can contribute to realizing desirable outcomes.

Acknowledgements

Writing a dissertation will teach you a lot about yourself if you are willing to let it or if such teachings are thrust onto you, as in my experience. It left no stone unturned in its commitment to revealing my weaknesses. For this reason, writing my dissertation was an intensely humbling experience brimming with self-discovery, whether I liked what was discovered or not.

I wish I could say that I have come to this point gracefully, but the truth is that it has been an ongoing struggle. I could not have made it to this point without the mentorship, advice, support, and love of so many people. It seems hardly enough to simply acknowledge them here.

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Finally, thank you to my colleagues at the University of Lethbridge for taking a chance on me and for supporting me in my final days of writing.

*Through the empty branches the sky remains.
It is what you have.
Be earth now, and evensong.
Be the ground lying under that sky.
Be modest now, like a thing
ripened until it is real,
so that (s)he who began it all
can feel you when (s)he reaches for you.*

(Rainer Maria Rilke translated by Anita Barrow and Joanna Macy)

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Chapter 1: Introduction

Cross-sector partnerships are formed when at least two organizations from public, private, or civil society sectors agree to work together to achieve mutual goals or to address a shared problem (Parmigiani & Rivera-Santos, 2011). Cross-sector partnerships specifically focused on social issues (including ecological and economic) are termed cross-sector social partnerships (social partnerships), where the actors collaborate to tackle a social problem of mutual interest (Selsky & Parker, 2005). Social partnerships are an increasingly popular partnership approach because they address social problems that are beyond the capacity and jurisdiction of any single organization or sector (Googins & Rochlin, 2000; Trist, 1983; Waddock, 1989) and make progress where governments are unwilling or unable to impose regulations (Crane, 2010; Skelcher, 2000).

A type of social partnership with more than one partner from each of the three sectors that has a stake in the social problem of interest, is a multi-stakeholder partnership. This type of partnership is increasingly becoming a popular form of social partnership for tackling complex social problems (Kolk, 2014). Compared to a partnership with 2-3 partners, multi-stakeholder partnerships are more inclusive (Kuenkel & Aitken, 2015). Partnerships that have multiple stakeholders from a diversity of organizations tend to have broader knowledge of the problem and greater capacity to overcome limitations of a single organization or sector (Echebarria, Barrutia, & Aguado, 2004). Where multi-stakeholder partnerships are highly inclusive they provide those who are directly affected by the problem with an opportunity to participate in the solution (Kuenkel & Aitken, 2015). When the partners are also the beneficiary of the partnership

efforts, there can be reduced conflict between the strategic goals of the partners and the goals of the partnership because the two overlap (Jörby, 2002; Waddell & Brown, 1997). A major challenge with multi-stakeholder partnerships is that coordinating participation of many partners is more complex than in a cross-sector partnership with fewer partners (Babiak & Thibault, 2009; Keyton et al., 2008). The complexity of managing the day-to-day operations of a multi-stakeholder partnership requires more sophisticated structures than in dyad social partnership (Butler, 2001).

1.1 Background

1.1.1 Local Agenda 21s and Multi-Stakeholder Partnerships

This dissertation focuses on Local Agenda 21 (LA21) multi-stakeholder partnerships¹. LA21 is rooted in United Nations programs, involving a local government initiated process that includes a community sustainability plan. Briefly a community sustainability plan includes the sustainability vision of a local or regional community. The plan takes into account the goals and actions needed to overcome community social, environmental, and economic challenges to achieve the sustainability vision. It is common that community stakeholders at the organization level will collaboratively develop the sustainability plan. In the process, a multi-stakeholder partnership is formed and tasked with implementing the actions and goals described in the plan.

A major challenge for local governments and partners wishing to implement community sustainability plans through multi-stakeholder partnerships is that individually the partners, including the local government, often lack the appropriate

¹ Chapter 2 provides additional detail about the context for the LA21 multi-stakeholder partnerships studied in this dissertation.

sustainability and collaborative capacity (Worley & Mirvis, 2013). The multi-stakeholder partnership implementation process can be transformative for partners (Gray & Stites, 2013), helping them to individually and collectively develop the sustainability and collaborative capacity required to tackle their communities' sustainable development challenges and achieve their own organizational goals (Kveton, Louda, Slavik, & Pelucha, 2014).

Past research on multi-stakeholder partnerships in the LA21 context has found that structurally there are two levels of implementation in multi-stakeholder partnerships: the partner level (Huxham, 1993) and the partnership level (Brinkerhoff, 1999). Whereby at the partner level, partners reallocate resources inside their organizations to make internal changes, such as hiring a sustainability coordinator or implementing a waste reduction policy to support partnerships' goals. At the partnership level is where implementation external to the partner organizations occurs. At these two levels of implementation, the structures vary in degree of collaboration at the partnership level and intensity at the partner level (Clarke, 2014). In addition, some studies have researched how certain aspects of the partnership contribute to the advancement of LA21 policy development and initiatives. For instance, Evans, Joas, Sundback, and Theobald (2006) found that where dynamic governing (i.e., institutional and social capacity-building from the partnering process) was higher, so too was the prospect of sustainable development policy success. Garcia-Sanchez and Prado-Lorenzo (2008), found that where there was human, technical and financial support for the partnership and integration of LA21s in the municipal system, there was also greater advancement of LA21s.

The purpose of this dissertation is to build on past research on LA21 multi-stakeholder partnerships by combining the theoretical strengths of management strategy literature with the empirical insights from social partnership literature. Specifically, this dissertation considers how structures for plan implementation at the partner and partnership levels affect desired outcomes, such as partner and partnership capital. This research has theoretical implications for the social partnership literature as it improves understanding of how structure can impact outcomes in multi-stakeholder partnerships. The practical implications are that the capacity built for partners and partnerships through obtaining capital are important for addressing complex social (including ecological and economic) challenges. In other words, when a partnership can build capacity through its operational design, it is better equipped to tackle complex social challenges.

1.1.2 Applying Management Strategy Theory to Multi-Stakeholder Partnerships

This dissertation does not draw exclusively from any one discipline to develop its arguments and ideas, but a management strategy perspective is used to position the core arguments. Theories from the management strategy literature have been used extensively to study structure and how it contributes to organizational performance (Meyer, Tsui, & Hinings, 1993; Mintzberg, 1998). Theories such as resource based view (Barney, 1995) and relational view (Dyer & Singh, 1998) have been used to explain the role of resources in sustaining a firm's competitive advantage. Less so has the management strategy literature been used to understand multi-stakeholder partnership structure and outcomes (Clarke, 2011).

This dissertation uses management strategy literature in two ways. First it uses it to conceptualize the influence of structure on outcomes. Broadly it builds on the work of

Clarke (2011; 2014) and Clarke and Fuller (2010) by using their argument that partnership structures shape outcomes. More specifically this dissertation draws on the work of Barney (1995) to understand how partners can create internal structures that organize them to capture value from the partnership. In this dissertation value is discussed in terms of partner capital, which includes human, organizational, shared, and financial/physical capitals. It also uses the work of Kale, Dyer, & Singh, (2002) to understand how relational processes, such as collaborative decision making, renewal systems, and communication systems can form structures that build partnership capital. Partnership capital includes the knowledge, learning, strength of relationships within the partnership and the adaptability of the partnership. Second, it uses management strategy literature to explain what makes resources valuable (Barney, 1995; Dyer & Singh, 1998).

1.2 Research Questions

This dissertation is structured around answering the following three research questions:

RQ1: Based on partner perceptions, what resources can partner organizations gain during their involvement in implementing community sustainability plans as members of multi-stakeholder partnerships in the Canadian context and of those resources what do they value most?

RQ2: Based on partner perceptions, does internal implementation structure that results from participation in the partnership, influence partner capital, including resources such as physical/financial, human, organizational and shared capital, at the partner level?

RQ3: Based on partner perceptions, how does plan implementation structure influence partnership capital, at the partnership level?

1.3 Dissertation Outline

This dissertation explores how organizations learn and grow together through the Local Agenda 21 process. It is about understanding how partners can gain partner capital by reallocating resources inside their organizations to create internal implementation structures. It is about how multi-stakeholder partnerships build partnership capital through plan implementation structures. Chapter 1 provides the necessary background and context to frame the research questions asked in this dissertation.

Chapter 2 provides background information for Local Agenda 21s (LA21s), the institutional and environmental drivers behind the global initiative, and how LA21 has influenced the rapid growth of multi-stakeholder partnerships working on local sustainability issues in communities around the world.

Chapter 3 introduces the Local Agenda 21 system, which includes key factors that affect and are affected by Local Agenda 21s processes. It also provides an overview of social partnerships, contrasting different types of partnerships, and honing in on the opportunities and challenges associated with multi-stakeholder partnerships. In addition, Chapter 3 reviews and compares theoretical and empirical research findings for multi-stakeholder partnerships, structure, and outcomes.

Chapter 4 gives a detailed account of the research design and data collection processes for this dissertation. Developing the data collection tools and collecting the data was an ongoing and iterative process that lasted three years. It involved developing relationships and collaborating with academic and practitioner experts in the sustainable development and partnership fields from around the world, and several tests and refinements of the data collection tools and processes.

Chapter 5 explores partners' experiences in Canadian multi-stakeholder partnerships implementing community sustainability plans. Interviews with 47 partners explored how partners implemented the community sustainability plan and the outcomes they experienced. A survey of 42 partners, called the Partner Survey, assessed what outcomes are most valued by partners. The findings in Chapter 5 answer research question one (RQ1), which is based on partner perceptions, revealing that implementing the plan in part by making internal changes to their organization, also improved relationships, increased knowledge, and increased impact on community sustainability. Chapter 5 also indicates that partners in multi-stakeholder partnerships most value knowledge exchange and learning as outcomes from the process.

Chapter 6, based on partner perceptions, builds on key findings from Chapter 5 by testing for relationships between internal implementation processes and of improved partner capital (e.g., positive outcomes). The findings in Chapter 6 are based on the Partner Survey of 42 partners in Canadian multi-stakeholder partnerships implementing community sustainability plans. Chapter 6 answers research question two (RQ2), indicating among other things that partners with internal implementation structures are more likely experience an increase in sustainability knowledge, improvements in relationships, and an impact on community sustainability than partners that don't have internal implementation structures.

Chapter 7, also based on partner perceptions, builds on findings from Chapters 5 and 6, but extends its scope to the partnership level. It examines partnership level implementation structures and their relationship to the capacity of partnerships. Findings in Chapter 7 are informed by the Partnership Survey of 94 multi-stakeholder partnerships

implementing community sustainability plans worldwide. Chapter 7 answers research question three (RQ3), with the findings that collaborative decision making paired with communication and/or renewal systems contribute to the partnerships' collective level of sustainability knowledge, quality of partner relationships, and adaptability of partnerships. Together Chapters 5, 6, and 7 demonstrate that structure at both the partner and partnership-levels of plan implementation influence the ability of the partnership to build important capital resources.

Figure 1 illustrates how Chapters 5, 6, and 7 complement each other.

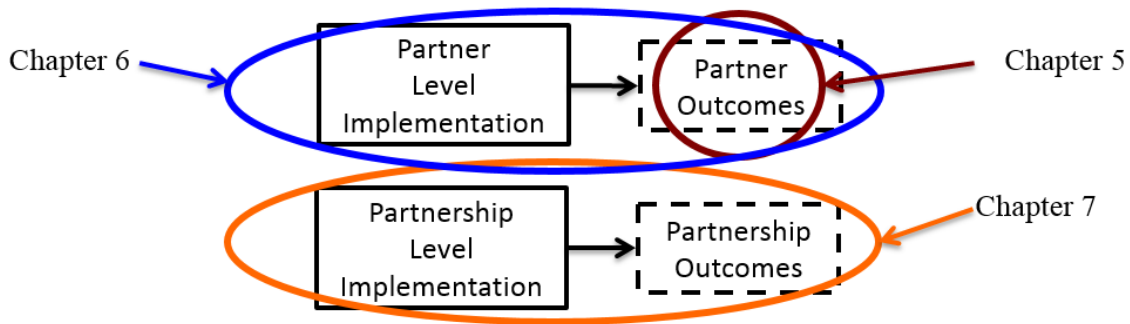


Figure 1: Structure and contents of Chapters 5, 6, and 7

Finally, Chapter 8 summarizes the findings from Chapters 5, 6 and 7, discusses the theoretical and practical contributions, and presents directions for future research.

Chapter 2:

Background: Local Agenda 21 Multi-Stakeholder Partnerships

2.1 Local Sustainable Development: The International Landscape

Today the term sustainable development is ubiquitous. This was not always the case; at one time, the notion of sustainable development was revolutionary. *Our Common Future*, also known as the Brundtland Report, is responsible for the promulgation of the term and idea (Dresner, 2008). In *Our Common Future*, sustainable development is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”(WCED, 1987, p. 43). *Our Common Future*, by the World Commission on Environment and Development was written following the United Nations Conference on the Human Environment held in Stockholm, Sweden in 1972 (Mebratu, 1998).

The ideas underpinning sustainable development from the Stockholm conference and *Our Common Future* heavily influenced the agenda for the 1992 United Nations Conference on Environment and Development (Earth Summit) (Mebratu, 1998). It was at this conference in Rio de Janeiro that the influential Agenda 21 outcome document was created (United Nations, 1992). Agenda 21 opens, in Chapter 1, 1.1 with the following quote:

Humanity stands at a defining moment in history. We are confronted with a perpetuation of disparities between and within nations, a worsening of poverty, hunger, ill health and illiteracy, and the continuing deterioration of the ecosystems on which we depend for our well-being. However, integration of environment and development concerns and greater attention to them will lead to the fulfillment of basic needs, improved living standards for all, better protected and managed ecosystems and a safer, more prosperous future. No nation can achieve this on its own; but together we can - in a global partnership for sustainable development (United Nations, 1992, p.1).

This quote embodies the global sustainable development challenges as they are now and as they were in 1992. It highlights the urgency of global environmental and social disparities that underpin the world’s environmental and development challenges. It also charts a path forward, identifying partnerships as a way to sustainable development. Table 1 provides a summary of important international events and documents that drive the global sustainability agenda. In 2015, forty-three years after the Stockholm conference, twenty-eight years after *Our Common Future*, twenty-three years after Agenda 21, and three years after *The Future We Want*², seventeen Sustainable Development Goals have been adopted (United Nations, 2014). These goals are meant to address the seventeen most pressing global sustainable development challenges faced by our world today. Among them are to end poverty, to ensure the sustainable management of water, to make human settlements inclusive, safe, resilient, and sustainable, to ensure sustainable consumption and production, and to strengthen implementation by reviving global partnerships for sustainable development (United Nations, 2014). The global problems that stand between where humanity is today and the future we want, are the key macro drivers behind the sustainable development goals of countries around the world (United Nations, 2015).

Table 1: A summary of important international events and guiding documents

Important Event	Date	Selected Policy Document(s)
United Nations Conference on the Human and Environment	1972	United Nations Environment Programme

² The Future We Want is the outcome document of the 2012 United Nations Conference on Sustainable Development.

World Commission on Environment and Development formed	1983	Our Common Future -1987
United Nations Conference on Environment and Development	1992	Agenda 21: A Programme of Action for Sustainable Development Chapter 28 basis for Local Agenda 21
World Summit on Sustainable Development	2002	Johannesburg Plan of Implementation
United Nations Conference on Sustainable Development	2012	The Future We Want
United Nations Conference on Sustainable Development	2015	Sustainable Development Goals

As mentioned previously, Agenda 21 was the primary outcome document of Earth Summit; it called on the world's nations to partner in a global pursuit for SD (United Nations, 1992). Agenda 21 outlines a plan of action for sustainable development at the global, national, and local levels (UNCED, 1992). 178 governments that attended the Earth Summit adopted Agenda 21 (UNCED, 1992). The problems addressed in Agenda 21 span the globe, and so the recommended policies and plans are broad in scope. To make Agenda 21 meaningful, a local approach that addresses the specific needs of individual local authorities was recommended (Bond, Mortimer, & Cherry, 1998).

Based on the guiding principles laid out in Chapter 28 of Agenda 21, local governments were tasked with developing their own locally relevant version of Agenda 21, called Local Agenda 21 (LA21) (Bond et al., 1998). The idea for Local Agenda 21 was first introduced by the International Council for Local Environmental Initiatives (ICLEI) (Devuyst & Hens, 2000). ICLEI, a non-governmental organization with a worldwide reach, has a membership of approximately 1200 local governments from 70

countries, representing 570 million people (Rok & Kuhn, 2012).

ICLEI defines LA21 as, “a participatory, multi-sectoral process to achieve the goals of Agenda 21 at the local level through the preparation and implementation of a long-term, strategic action plan that addresses priority local sustainable development concerns” (Rok & Kuhn, 2012, p.12). Given the long-term nature of the goals in LA21 plans it is recommended that there are processes for monitoring and reporting (Dresner, 2008; ICLEI, 2002). Participatory processes that involve stakeholders as partners throughout the development, implementation, and oversight of LA21 plans are also encouraged by the United Nations and ICLEI (ICLEI, 2002). Table 2 provides examples of the types of partners who participate in a LA21 multi-stakeholder partnership. Table 2 illustrates the variety and breadth of partners that could be involved in implementing LA21 plans, demonstrating the complexity of managing such a diverse group of stakeholders.

Table 2: Example of partners in Local Agenda 21 multi-stakeholder partnerships

Civil Society	Private	Public
Neighborhood associations	Chamber of commerce	Local authorities
Community groups	Industry associations	Health authorities/hospitals
Non-profit organizations	Local businesses	Energy utilities
Local environmental groups	Board of trade	Training and enterprise councils
Volunteer support organizations	International business with local operations	Schools/colleges/universities
Housing associations		Development agencies

Adapted from (Freeman, Littlewood, & Whitney, 1996)

LA21 plans can include a wide range of topics, depending on what the community stakeholders (i.e., partners) decide to prioritize. A study that reviewed LA21 plans in Canada found that there are 17 dominant topic areas (Taylor, 2012). Such topic areas include energy, land use, transportation, waste, air, water, education, health, safety, employment, and local economy (Taylor, 2012). As illustrated in Table 2 (above), the types of partners involved in implementing LA21 include representatives from local small, medium, and large business, local environmental non-governmental agencies, local governments, local schools and universities, local hospitals and other organizations (Freeman, Littlewood, & Whitney, 1996).

Over the past twenty years, ICLEI has commissioned three studies of LA21 progress (Rok & Kuhn, 2012). The first two studies were quantitative and were done to identify the number of LA21s and the topic areas of focus. The third study was a smaller scale, qualitative study, comprising of 26 interviews aimed at understanding local sustainability processes. The first study, completed in 1997, found 1800 local governments in 64 countries around the world were implementing LA21, with 80% of the activity taking place where national level policies were supportive of LA21 (Bond et al., 1998; Rok & Kuhn, 2012). The second survey, completed in 2002, found that over 6400 local governments in 113 countries around the world were implementing LA21 (Devuyst & Hens, 2000; ICLEI, 2002). The second survey was completed by ICLEI with UN World Summit for Sustainable Development and the United National Development Programme Capacity 21 Programme (Bond et al., 1998; ICLEI, 2002). It also found that some of the most common areas of focus included water and natural resource development, air quality, and transportation (ICLEI, 2002; Rok & Kuhn, 2012). The third

study examined different levels of governance for local sustainability implementation and found that processes exist at five levels: (1) local government strategy, (2) civil society initiative, (3) concerted action, (4) national policy, and (5) international cooperation (Rok & Kuhn, 2012).

There have also been a number of academic studies on LA21 activity. Some studies have observed LA21 implementation specifically in the European Union (Garcia-Sanchez & Prado-Lorenzo, 2008). Other studies have examined local sustainable development policy success resulting from the LA21 process (Evans et al., 2006; Jörby, 2002). Some studies have taken a more normative approach, proposing frameworks for assessing LA21 actions (Corbiere-Nicollier, Ferrari, Jemelin, & Jolliet, 2003). Studies that examined outcomes found the biggest gains were made in waste reduction, public awareness, water quality, and city beautification (Carmin, Nadkarni, & Rhin, 2012).

While each of these studies is important in our understanding of LA21 activity, none has examined questions of structures to outcomes at the partner and partnership level of plan implementation. Assessing LA21 partnerships is incredibly challenging because data are limited and the partnerships are constantly evolving and changing (ICLEI, 2002; Kolk, 2014). There is a need to better understand the role of partnerships in Local Agenda 21 implementation. Without this understanding the effectiveness of the partnership approach cannot be assessed, thus it is impossible to know whether this approach to addressing local sustainable development challenges is helping or hindering with these problems.

2.2 Local Sustainable Development: The Canadian Landscape

LA21s did not gain traction in Canada throughout the 1990's as had been the case in the European Union (Devuyst & Hens, 2000). As mentioned above, national policies influence municipal or regional LA21 activity (Rok & Kuhn, 2012). Canada did not have a national LA21 policy, and the uptake of LA21 lagged behind the European movement. Moreover, with the exception of the province of Quebec, Canadian municipalities did not adopt the term LA21 plan (Rok & Kuhn, 2012), rather the terminology used in Canada is Integrated Community Sustainability Plan (ICSP).

It was not until the 2000s that sustainable development concepts began to be taken more seriously by the Canadian government. From 2005 to 2010, the federal government department Infrastructure Canada ran a program called the New Deal for Cities, whereby municipalities could gain access to federal gas tax revenues through their respective provincial government for infrastructure projects (Infrastructure Canada, 2005). Over the five years, the New Deal initiative distributed \$5 billion among Canadian municipalities (Infrastructure Canada, 2005). A prerequisite for receiving gas tax money was that the municipality needed to develop an Integrated Community Sustainability Plan (ICSP) (Infrastructure Canada, 2005). This led to an increase of ICSPs in Canadian municipalities, many of which were developed collaboratively by community stakeholders. According to the Canadian Sustainability Plan Inventory developed by the University of Alberta, today there are 1052 sustainability plans in Canadian municipalities across the country.

Finally, in 2010, Canada adopted a national level sustainable development policy, called *Planning for a Sustainable Future: A Federal Sustainable Development Strategy for Canada* (Environment Canada, 2010). The national strategy was prepared in response

to the *Federal Sustainable Development Act*, passed in 2008 (Environment Canada, 2010).

Chapter 2 outlined a brief history of Local Agenda 21s from an international and Canadian perspective, demonstrating that around the world, there is a need for sustainable development, and realizing that sustainable development can be linked to local initiatives and partnerships. This dissertation examines partnerships that are implementing community sustainability plans in Canada and around the world. Chapter 3 introduces concepts, theories, and research from the partnership literature.

Chapter 3: Theoretical Positioning

Chapter 2 introduced sustainable development action at the local level. This chapter introduces the theoretical background for multi-stakeholder partnerships, which - discussed in Chapter 2 - often implement plans developed through the Local Agenda 21 process. Figure 2 (below) extends Clarke and Fuller's (2010) *Process Model of Collaborative Strategic Management* by applying it to a Local Agenda 21 system. Figure 2 shows that the local community creates the conditions for the formation of the partnership and plan and is also affected by the implementation and outcomes of the plan and partnership.

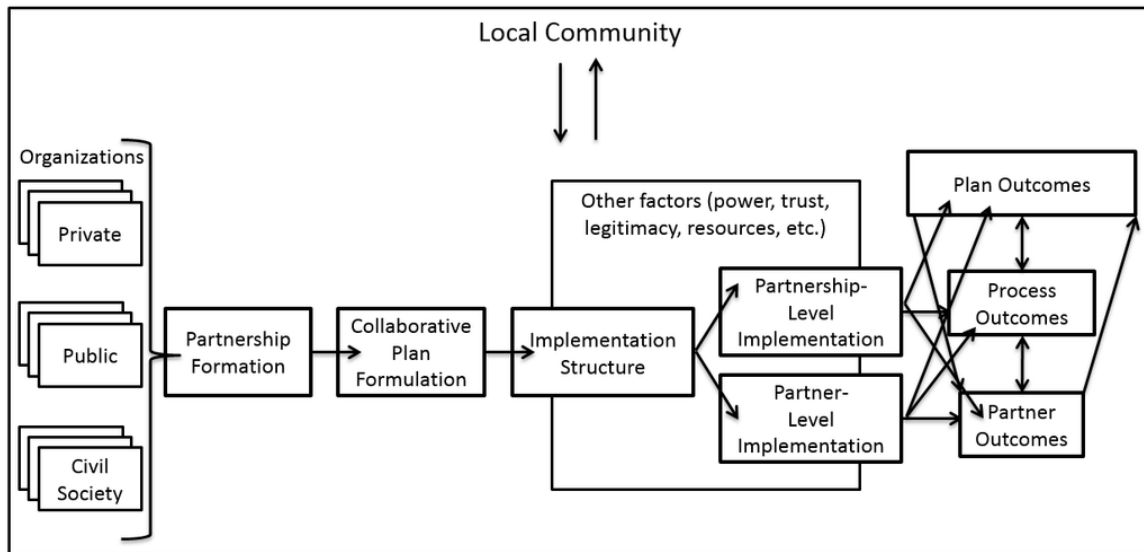


Figure 2: Local Agenda 21 system: implementing through multi-stakeholder partnership

As is captured in Figure 2, even at the local level, multi-stakeholder partnerships can be complex (Seitanidi, 2008). As is mentioned in Chapter 1, multi-stakeholder partnerships are from a class of partnerships called cross-sector social partnerships (social partnerships). This chapter first discusses the theoretical background of social

partnerships and then delves into specific details related to multi-stakeholder partnerships.

Researchers studying social partnerships examine them and the relationships within them from several different perspectives. Although not necessarily discrete or mutually exclusive, there are two broad approaches that characterize social partnership research areas: research on external factors and research on internal factors. The research that examines external factors studies the conditions that influence the formation of social partnerships, including the political, cultural, and environmental conditions or institutional failures that precede them (Kolk, 2014; Trist, 1983; Waddock, 1989). Theories used to explain external phenomena include institutional theory (Vurro, Dacin, & Perrini, 2011) and social network theories (Hibbert et al., 2008).

The research that focuses on internal factors examines aspects that influence the relationships between partners, the partnership's purpose, and the internal activity of the partnership (Selsky & Parker, 2005; 2010). Partner relationships and the purpose of the partnership are shaped by aspects such as sector roles and actors and/or conflict and power dynamics (Ansell & Gash, 2007). Theories used to explain these internal phenomena are generally rooted in political science, sociology, and/or psychology (Hibbert et al., 2008).

Internal activities within the partnership involve what partners do and what the partnership does, why, and when. These activities are often examined using classification systems such as life-cycles, phases, and stages (Hibbert et al., 2008). Some classification systems determine the partnership's capacity to create value by measuring relationship-intensity (Googins & Rochlin, 2000; Rondinelli & London, 2003), whereby resource

exchange and input indicate partner commitment (Austin, 2000; Austin & Seitanidi, 2012a; 2012b). For instance, Austin and Seitanidi's (2012b) collaboration continuum classifies social partnership relationships into four categories: philanthropic, transactional, integrative, and transformational. Rondinelli and London (2003) classify relationships as being low, medium, or high intensity.

Perhaps the most dominant classification systems are the partnership life-cycles whereby the partnerships are studied on a linear timescale (Vurro et al., 2011). Researchers studying partnership life-cycles examine managerial challenges, opportunities, and processes at the different stages of the partnership (Hibbert et al., 2008). The life-cycle typically includes a varied number of stages such as pre-formation, formation, implementation, evaluation, and sometimes exit strategy (Austin, 2000; Seitanidi & Crane, 2009). For instance, Waddock's (1989) Evolutionary Model of Social Partnership Development involves five stages: initiation, issue crystallization, coalition-building, purpose, formulation, and evolution over time. Seitanidi and Crane (2009) identify four stages: partnership selection, partnership design, partnership institutionalization, and exit strategy. Questions related to internal activity are also explored through theories such as resource dependency, resource-based view, relational-view, collaboration theory, and transaction cost theory (Branzei & Le Ber, 2014).

Over the past thirty years, social partnership researchers have done a considerable amount of work to understand the early stages of the partnership life-cycle; for instance, Gray's (1989) collaboration process model (problem setting, direction setting, and implementation) and Waddock's 1989 Evolutionary Model, both place emphasis on the early stages of the partnership or collaboration. With a strong foundation in the early life-

cycle stages, researchers today emphasize the need to understand the mid-stages of the partnership life-cycle. This is evidenced through the recent work of researchers who are examining processes and outcomes specific to the implementation phase. For instance, Kuenkel and Aitken's (2015) findings from a case study of the African Cashew initiative identified and unpacked eight key factors of implementation for sustainable development partnerships. Kihl, Tainsky, Babiak, and Bang (2014) used a mixed-methods approach to examine the implementation processes of a corporate community initiative in recreation and leisure. Ruhli, Sachs, Schmitt, and Schneider (2015), through a case study method, studied the role of evaluation, the processes behind stakeholder interactions, and the related outcomes of multi-stakeholder partnerships. These three studies demonstrate another trend, which is the increase in studies of implementation in the context of multi-stakeholder partnerships. More specifically, there is a drive in social partnership research to better understand the structures that facilitate implementation. Table 3 summarizes the current state-of-the-art in research on multi-stakeholder partnerships studied at the implementation phase.

Table 3: Emerging research on multi-stakeholder partnerships focused on structure and subcomponent processes during the implementation phase

Author and Year	Focus	Type of Partnership/ Term Used	Field/Contribution
(Babiak & Thibault, 2009)	Structural/ Procedural management challenges	Multiple cross-sector partnerships	Management
(Koschmann, Kuhn, & Pfarrer, 2012)	Communication processes	Cross-sector partnerships	Management
(Clarke, 2011; 2014; Clarke & Fuller, 2010)	Implementation structures, processes and outcome types	Multi-organizational cross-sector social partnerships	Management

(Worley & Mirvis, 2013)	Governance structure and processes	Multi-organizational partnerships	Public policy
(Kuenkel & Aitken, 2015)	Process clarity and management cohesion	Stakeholder partnerships	Management/ Public policy
(Kihl et al., 2014)	Evaluation processes	Cross-sector community initiative partnerships	Public policy
(Ruhli et al., 2015)	Evaluation dimensions and processes for partner interaction	Multi-stakeholder settings/collaborative partnerships	Management

Discussed several times throughout this dissertation is how it builds on and extends the work of Clarke (2011), Clarke and Fuller (2010), and Koschmann et al. (2012). The research in Table 3 that was published after 2013 could not be used to develop the surveys in this dissertation, but there are encouraging areas of overlap and complementary findings. In their review of seven cases studies of multi-stakeholder partnerships, Worley and Mirvis (2013) argue that organizing for sustainability requires two capabilities (1) internally oriented sustainability capabilities and (2) externally oriented collaborative capabilities. The internal sustainability capabilities are needed to help the partner organization learn about and understand their respective problem domain (Worley & Mirvis, 2013). For instance, partners implementing community sustainability plans might need to learn about greenhouse gases and develop internal processes and policies to work toward reducing them. Worley and Mirvis (2013) call for more research on how internal sustainability capabilities are developed and initiated. This dissertation answers that call by examining implementation structure and the resulting outcomes at the partner level.

External collaborative capabilities are needed to help partner organizations learn

how to and successfully collaborate (Worley & Mirvis, 2013). For instance, important capabilities in this area include joint-problem solving skills and flexibility and adaptability (Worley & Mirvis, 2013). Again Worley and Mirvis (2013) indicate that more research is needed to understand how external collaborative capabilities are developed and initiated. This dissertation answers that call by examining implementation structure and outcomes at the partnership level.

Kuenkel and Aitken (2015), focus their analysis on the partnership level. The implementation phase discussed in their paper involves subcomponents of structure such as “formal steering, reporting, communications, and learning structures” (Kuenkel & Aitken, 2015, p. 187). These subcomponents overlap with the subcomponents of the partnership-level implementation structure examined in Chapter 7 of this dissertation. Whereby communication and learning structures overlap conceptually with communication and renewal systems. In this paper Kuenkel and Aitken (2015) identify eight key factors of success such as knowledge/competence and credibility. While Kuenkel and Aitken (2015) identify subcomponents of implementation structure and success factors, they do not examine the connections between implementation structures and factors of success.

Ruhli et al (2015) examine the partnership level of a multi-stakeholder partnership working on preventing cardiovascular disease. Ruhli et al (2015) found that bottom up development of the governance structure improves the legitimacy of the multi-stakeholder partnership. This finding is similar to the structural subcomponent collaborative decision making examined in Chapter 7. Moreover, Ruhli et al (2015) also found that frequent contact among partners helped partners to form relationships, which

overlaps with the structural subcomponent communication systems also examined in Chapter 7. Ruhli et al (2015) examined the relationships between structural subcomponents and process outcomes, but did not examine how the subcomponents of structure work together to influence outcomes. In contrast, this dissertation seeks to understand how subcomponents of structure interact to realize outcomes.

The focus of this dissertation is on multi-stakeholder partnerships in the context of community sustainability plan implementation. Specific attention is given to the following: two levels of plan implementation, the structures within each level, and the resulting outcomes for the partners and the partnerships. See Figure 3 for an overview. The remainder of this chapter will unpack each box shown in Figure 3. As a preface to the multi-stakeholder partnership literature, the next section provides important definitions and other background for social partnerships.

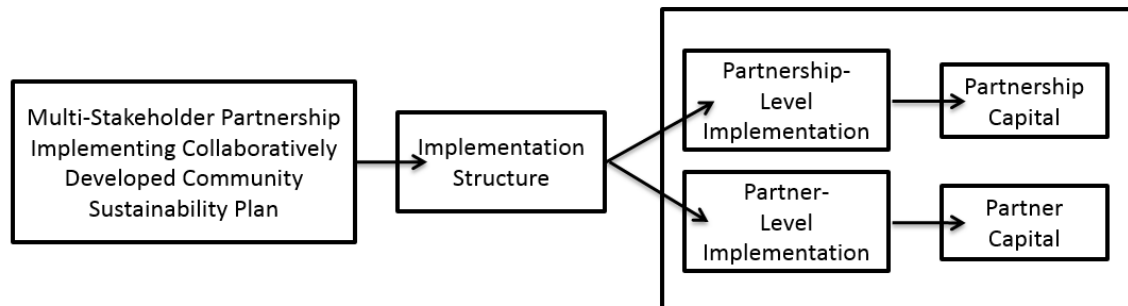


Figure 3: Focus of this dissertation

3.1 Social Partnerships

Social partnerships are widely used to deliver social change and implement corporate social responsibility (Babiak & Thibault, 2009; Googins, Mirvis, & Rochlin, 2007).

Social partnerships are voluntary collaborations among organizations that come from two or more sectors (i.e., private, public, or civil society) with a mandate to address mutually prioritized social issues (Babiak & Thibault, 2009; Selsky & Parker, 2005; Waddock,

1991). In social partnerships, partner resources can be pooled together and the partners can learn from each other as they work together to address the social issue of mutual interest (Crane & Seitanidi, 2014). For instance, partners can experience and understand the focal social-issue differently through joint learning among stakeholders who would not traditionally collaborate (Clarke, 2011; 2014; Clarke & Fuller, 2010; Selsky & Parker, 2010).

There are four types of cross-sector partnerships: private-civil society (Le Ber & Branzei, 2010a; Seitanidi & Crane, 2009), private-public (Pattberg, Biermann, & Chan, 2012), public-civil society (Brinkerhoff, 2002a), and tri-sector (Geddes, 2008; Ruhli et al., 2015; Selsky & Parker, 2005; 2010). The type of partnership can influence the type of projects worked on. For instance, private-public partnerships generally focus on infrastructure development and public services, whereas tri-sector partnerships address a wider array of issues, including economic and community development, environmental management, and healthcare (Googins et al., 2007; Selsky & Parker, 2005). Table 4 identifies the problem focus and examples for each type of partnership.

Table 4: Summary of partnership types

Partnership Type	Problem Focus	Example
Private-Public	Public services and infrastructure (Selsky & Parker, 2005)	United Nations Public-Private Partnerships for Sustainable Development (Bäckstrand & Kylsäter, 2014)
Private-Civil Society	Diverse range of issues often driven by CSR (environmental, health, poverty alleviation, education) (Selsky & Parker, 2005)	CARE-Starbucks Alliance (Austin, 2000)

Public-Civil Society	Public policy development and contracting out public services (Selsky & Parker, 2005)	Community Futures- Canada's Regional Development Agencies (Community Futures Network of Canada, 2015)
Tri-sector	Economic development, community development, sustainable development, climate change, resource conservation, education, health, and poverty alleviation (Selsky & Parker, 2005)	Whistler2020 (Clarke, 2014)

Social partnerships have been almost exclusively studied using qualitative methods (Branzei & Le Ber, 2014; Gray & Wood, 1991). The most popular approach is the use of in-depth case studies (Clarke & Fuller, 2010; Hardy, Phillips, & Lawrence, 2003; Seitanidi & Crane, 2009) where data collection is done through retrospective interviews (Arya & Lin, 2007), ethnographies (Branzei & Le Ber, 2014), and document analysis (Babiak & Thibault, 2009). These studies have made theoretical contributions helping researchers to understand why social partnerships exist (Googins & Rochlin, 2000), what social partnerships are and what they do (Selsky & Parker, 2005; 2010), how they are formed (Gray, 1989; Waddock, 1989), the potential of social partnership and types of outcomes (Arya & Lin, 2007; Austin & Seitanidi, 2012a; Clarke & Fuller, 2010; Innes & Booher, 1999; Kolk et al., 2008), and partner relationship management and challenges (Huxham & Vangen, 2005; Rivera-Santos & Rufin, 2010).

Some management researchers studying social partnerships have used quantitative methods to analyze data collected from surveys or databases outcomes. Lin (2012) used a database on alliances and cross-sector partnerships to determine the effects of partner heterogeneity on innovation. This study found that higher partner heterogeneity was linked to higher levels of innovation as measured by patents (Lin, 2012). den Hond, de

Bakker, and Doh (2012) studied firm-NGO interactions in the Netherlands through a quantitative mail survey sent to five-hundred firms. The authors found that firms with a stronger commitment to corporate social responsibility, a strategic fit with an NGO, and frequent contact with NGOs are more likely to collaborate with an NGO (den Hond et al., 2012).

While some researchers have proposed theoretical frameworks connecting partnership structure and specific outcomes, there has been little empirical testing of these assumptions (Arya & Lin, 2007; Brinkerhoff, 2002a; Koontz & Thomas, 2006; Clarke, 2011). For example, Bryson et al. (2006) provides a theoretical framework and proposes that mechanisms for neutralizing power-asymmetries contribute to the ability of partnerships to create public value and build effective management systems (Bryson et al., 2006). In addition, Koschmann et al. (2012) argue that communication practices play an important role in building the capacity of the partnership for collective agency (Koschmann et al., 2012). The research in this dissertation builds on past theoretical developments as well as Clarke's (2011; 2014) early empirical research, by using quantitative methods to test assumptions of structure to outcome relationships in multi-stakeholder partnerships.

3.2 Multi-Stakeholder Partnerships

Multi-stakeholder partnerships have multiple members from all three sectors (i.e., large tri-sector partnerships). There are two broad types of multi-stakeholder partnerships: those that have high task specificity and those with low task specificity (Waddell & Brown, 1997). Where there is low specificity, the multi-stakeholder group forms a loosely coordinated network to address a broad social movement (Waddell & Brown,

1997). Where there is high specificity, the multi-stakeholder group forms a coordinated partnership where specific problems and actions are defined, and tasks and resources are allocated among the group (Waddell & Brown, 1997). This dissertation studies multi-stakeholder partnerships with high task specificity, where all partnerships examined are coordinating efforts based on a shared strategic document (i.e., the community sustainability plan).

In terms of outcomes, there is more literature for dyad partnerships than for multi-stakeholder partnerships. While there are some similarities between the two types of partnerships, there are also important distinctions that could influence outcomes. For instance, in a dyad partnership selecting the ‘right’ partner (Berger, Cunningham, & Drumwright, 2004; Seitanidi, Koufopoulos, & Palmer, 2010; Selsky & Parker, 2005) is considered critical to the partnership’s success, whereas, multi-stakeholder partnerships thrive on partner diversity, creating incentives to include as many relevant members as possible, hence pursuing a highly inclusive model (Bäckstrand & Kylsäter, 2014; Waddock, 1989).

Partnerships that are inclusive and have a diversity of partners are more dynamic and resilient (Huxham, 2003). For instance, multi-stakeholder partnerships do not dissolve when a single partner exits, as they do in a dyad relationship. They have a wider range and more in-depth understanding of the social problem than is possible for a dyad partnership (Echebarria et al., 2004). This understanding is derived from broad stakeholder involvement that contributes to the collective understanding of the common challenge (Gray & Stites, 2013).

Some argue that multi-stakeholder partnerships have greater transformative potential than do dyad social partnerships (Gray, 1989; Gray & Stites, 2013; Worley & Mirvis, 2013). This could be because the goals for a dyad social partnerships are directly and strategically aligned with partners' organizational goals, thus making any transformative goals secondary. For instance, in private-civil society partnerships, the civil society partner can leverage the financial resources of the business to achieve its goals, and the business can use the reputation of the non-profit to gain legitimacy (Yaziji, 2004). Where there is a multi-stakeholder partnership with high specificity, the goals of the partnership are directly and strategically aligned with the partnership's co-created strategic plan, thus making the partner goals secondary (Jörby, 2002). For instance, in Local Agenda 21 partnerships, the partners collaboratively develop a community sustainability plan, and the partnership efforts are directed at realizing the goals outlined in the plan (Clarke & Fuller, 2010). In the LA21 process, the purpose of the partnership is not to be a strategic vehicle for the partners, though that can be a positive by-product of partner involvement (Clarke & Fuller, 2010). Worley and Mirvis (2013) explain that "in the sustainability context, organizations interested in and committed to shared value creation may need to forgo maximization of its primary objective function at the risk of offending key stakeholders in order to create sustainable effectiveness at the issue or domain level"(p. 283).

At the same time, others caution that large numbers of partners could result in unwieldy processes and ineffective collaboration (Babiak & Thibault, 2009; Butler, 2001; Keyton, Ford, & Smith, 2008). Some challenges identified by researchers studying multi-stakeholder partnerships include problems assigning responsibilities (Babiak & Thibault,

2009), slow decision making processes (Babiak & Thibault, 2009), inadequate capacity for managing (Frisby, Thibault, & Kikulis, 2004), and problems aligning multiple and diverse interests of partners (García-Canal, Valdés-Llaneza, & Ariño, 2003). Table 5 summarizes the differences between dyad and multi-stakeholder partnerships.

Table 5: A comparison of dyad versus multi-stakeholder partnerships

Dyad Partnerships	Authors	Multi-stakeholder Partnerships	Authors
Partner fit	(Berger et al., 2004)	Partner inclusivity	(Kuenkel & Aitken, 2015)
Less heterogeneity	(Lin, 2012)	More heterogeneity	(Lin, 2012; Waddock, 1989)
Understanding of the problem is limited to the knowledge held by the two partners	(Lin, 2012)	Broader and more in-depth understanding of the problem	(Echebarria et al., 2004)
More likely to be philanthropic/integrative	(Gray & Stites, 2013)	Greater transformative potential	(Gray & Stites, 2013)
Alignment of strategic goals	(Kolk, van Tulder, & Kostwinder, 2008; Yaziji, 2004)	Shared interest and commitment to the social issue or beneficiary	(Jörby, 2002; Waddell & Brown, 1997)
Less complex to manage than the multi-stakeholder partnership	(Keyton et al., 2008)	More complex to manage than the dyad social partnerships	(Babiak & Thibault, 2009; Keyton et al., 2008)
Dissolves when a single partner exits	(Huxham, 2003)	Highly flexible and resilient	(Huxham, 2003)
Working arrangement/governance can be rigid	(Rivera-Santos & Ruffin, 2010)	Working arrangements/governance must be adaptable	(Worley & Mirvis, 2013)

Partnership-level dynamics of multi-stakeholder partnerships is a new area of study, and the management literature, specifically the strategy area of this literature, has much to offer (Koschmann et al., 2012; Provan et al., 2007; Provan & Kenis, 2007). The predominant focus of social partnership researchers in management studies has been on dyad partnerships, emphasizing inter-organizational interactions, partner and societal outcomes (Branzei & Le Ber, 2014). In examining dyadic social partnerships, partnership researchers from management disciplines overlook a type of partnership whose internal structures can be explained by theories used by management strategy researchers. Unlike the dyad social partnership, the multi-stakeholder partnership is an autonomous organization capable of collective agency (Koschmann et al., 2012). It can be studied on its own without an examination of the individual partners involved. Its management systems are akin to those within an organization, but its flexibility and adaptability are more aligned with what is expected of a partnership (Worley & Mirvis, 2013). The multi-stakeholder partnership structure is shown in the diagram on the right-hand side of Figure 4 while the diagram on the left-hand side better represents dyad Social partnerships. This dissertation examines structures, outcomes, and relationships between structure and outcomes in multi-stakeholder partnerships.

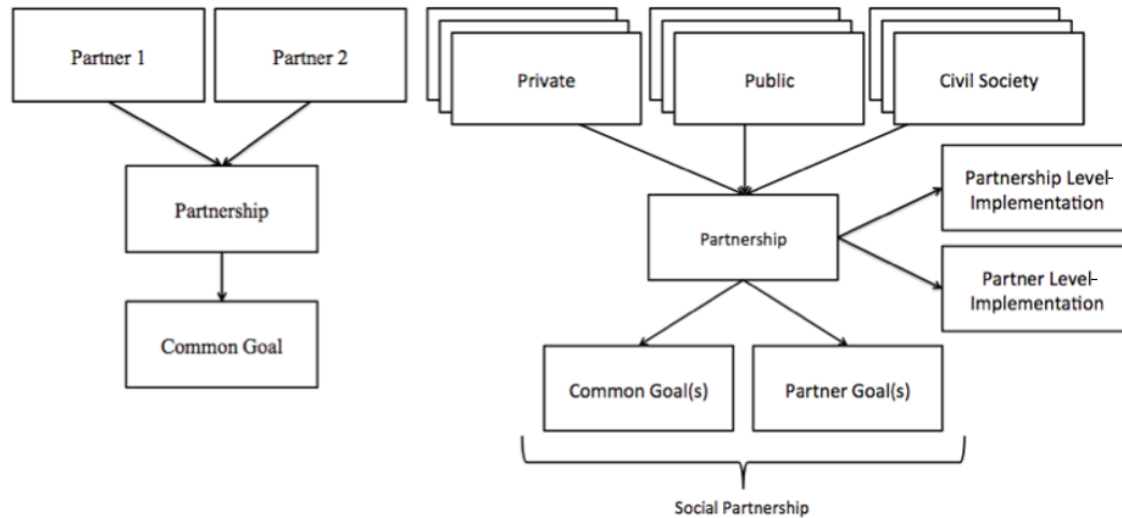


Figure 4: Dyad partnership versus multi-stakeholder partnership

3.3 Dominant Theories of Social Partnerships

There are a wide range of theories used to understand social partnerships, or more broadly, collaboration (Lotia & Hardy, 2008). This section of Chapter 3 discusses the different theories considered and provides explanations for why these theories were not selected to situate the questions asked in this dissertation.

In the context of multi-stakeholder partnership research, network theory is used more widely than resources-oriented theories (Arya & Lin, 2007; Svendsen & Laberge, 2005). Network theory takes a broad view of partnerships and examines the structure of relationships in a network (Gulti, 1998). It studies the ability of an organization to control and influence others through its centrality in a network (Gulati, 1999). This dissertation does not take a network theory approach for three reasons. First, the partnerships studied are implementing a predetermined and shared strategy and as such operate through structures more akin to a formal partnership or organization than a network (i.e., high task specificity). Second, this dissertation is not focused on how the structure of the relationships between partners affects outcomes (Gulati, 1999); rather, it is interested in

how the structures and the subcomponent processes within them form the day-to-day operations of the partnership that affects the outcomes (Gray & Stites, 2013; Hibbert, Huxham, & Ring, 2008). Third, this dissertation is not interested in how partners can accumulate power to control others; rather, its focus is on how partners and partnerships can gain resources to build capacity. However, where appropriate, this dissertation draws on network research to complement the management strategy focus, particularly through concepts such as governance structure (Provan & Kenis, 2007) and the value of studying the partnership as a separate entity (Provan, Fish, & Sydow, 2007).

Other theories used to study social partnerships include resource dependency and legitimacy theories. Resource dependency theory suggests that the objective of an organization should be to maintain organizational autonomy where possible while simultaneously acknowledging that interorganizational relationships are required to obtain important resources (Gray & Wood, 1991; den Hond et al., 2012). The focus of resource dependency theory is on understanding how collaboration can help organizations gain access to resources (Pfeffer & Salancik, 1978). It assumes that resources are limited and challenging to obtain, meaning that it assumes such resources are preexisting and not a byproduct of collaboration (Pfeffer & Salancik, 1978). This theory is not appropriate for understanding the attributes of resources that make them valuable and how partnership structures improve the value of resources for partners and partnerships.

Theories of how organizations gain legitimacy have their roots in institutional theory (Lotia & Hardy, 2008). Institutional theory argues that organizations need to be perceived as legitimate and to do so they must adhere to dominant social norms (Meyer

& Rowan, 1977). Institutional theory, while useful for understanding organization conformity (DiMaggio & Powell, 1983), is limited when providing an explanation for how structures of partnerships change outcomes; therefore, institutional theory was not selected to explain the questions asked in this dissertation.

Some authors have provided critical perspectives of social partnerships that examine the latent influences of power and politics on outcomes (Hardy, Lawrence, & Phillips, 2003). However, given the potential of multi-stakeholder partnerships to address complicated social challenges, it is expected that the majority of researchers are interested in how these partnerships can be more predictable and effective (Lotia & Hardy, 2008). Thus most research on these partnerships is focused on finding ways to make them work (Lotia & Hardy, 2008). For the most part, this dissertation adopts a functionalist approach to examining questions of how structures influence outcomes. The research questions in this dissertation are about the effective functioning of partnerships from a structure to outcome perspective which differs from a critical perspective that would study the influence of power and politics on outcomes.

As previously discussed, this dissertation uses theoretical perspectives from management strategy in two ways: (1) to conceptualize the relationships between structure and outcomes, building on Clarke's (2011; 2014) work; and (2) to understand how structure might influence the perceived value of resources, using resource-based view (Barney, 1995) and relational view theories (Dyer & Singh, 1998). The sections to follow explain 1) structure in the partnership context, 2) partner capital using resource-based view theory, and 3) partnership capital using relational view theory.

3.4 Structure in a Partnership Context

Conceptually, structure can be thought of as “a complex medium of control which is continually produced and recreated in interaction and yet shapes that interaction: structures are constituted and constitutive” (Ranson et al., 1980, p. 3). In organization theory, the concept of structure has been well developed (see Meyer et al., 1993; Meyer & Rowan, 1977; Mintzberg, 1998; Skivington & Daft, 1991). There are healthy debates around what aspects of the organization constitute structure (Skivington & Daft, 1991), how and under what circumstance structure is shaped and formed (Meyer & Rowan, 1977), and how structure can be strategically manipulated to influence performance (Mintzberg, 1998). Taken from the organization and strategic management literatures, structure is commonly understood as configurations of span of control, degree of formalization of rules, policies, and planning systems, and the level of centralization and decentralization (Mintzberg, 1998; Ranson et al., 1980; Bryson et al., 2006).

The concept of structure in the social partnership literature is far less developed and understood. A potential reason that explains this is that the organization of social partnerships has been studied as a process rather than a formal structural arrangement (Bryson et al., 2006). While it is generally understood in social partnership research that structure includes the subcomponents governance, roles, responsibilities, and processes (Babiak & Thibault, 2009; Bäckstrand, 2006; Bryson et al., 2006), there is limited research on how those aspects interrelate to result in outcomes (Koontz, 2006; Muñoz-Erickson, Aguilar-González, Loeser, & Sisk, 2010). More recent work has contributed to what is known about social partnership structures. For instance, Clarke (2011) examined the key structural features of sustainability strategy implementation and Koschmann et al.

(2012) theorized about the role of communication processes in forming and shaping social partnerships.

The structure of an organization is shaped by characteristics such as size and age of the organization, and contextual factors such as turbulence in the environment (Mintzberg, 1998). Generally, as an organization grows in size and ages, its structure becomes more rigid and inflexible (Mintzberg, 1998). Where the environment is turbulent, an organization structure that is agile and flexible is better (Mintzberg, 1998). Thus, large organizations are better suited to stable environments where formality and traditional processes are rewarded (Mintzberg, 1998).

The paradox of multi-stakeholder partnerships is that they can be very large (i.e., 200+ partners), but they operate in turbulent environments. The large number of partners requires reliable management systems (Marwell & Oliver, 1993), but the turbulent environment of changes in public policy, resource flows, and membership that frequently destabilizes the system require flexibility (Bryson et al., 2006). This might manifest in hybrid type structures that have both flexible and supportive structural features. The flexible or organic aspects of the partnership structures are capable of responding to shocks (Mintzberg, 1998) while the supportive aspects facilitate the day-to-day implementation of the partnership (Hibbert et al., 2008). For instance, in a review of seven case studies on multi-stakeholder partnerships, Worley and Mirvis (2013) noted that the success of multi-stakeholder partnerships seemed to hinge on two structural features (1) the adaptability of the partnership and (2) the creation of suitable collaborative structures.

Implementation structure can reside at two levels, the partner level and the partnership level. Implementation happens at both of these levels simultaneously (Huxham, 1993), though there is variance in how the partnership strategy is implemented at each level (Clarke, 2014). At the partner level, efforts toward implementation are not interorganizational (Hardy et al, 2003). Partners leverage their capabilities to help implement the partnership strategy, often requiring partners to reallocate resources and/or change their policies (Waddell & Brown, 1997; Clarke, 2010). At this level, individual partners may develop internal structures for implementing the partnership's goals (Clarke, 2011). For instance, a partner might commit to reducing greenhouse gases by adapting its internal processes, thus contributing to the overall goals of a climate action plan, or hire a sustainability coordinator to help the organization meet the internal sustainability goals it committed to the partnership (Clarke, 2011)³. Chapter 6 explores how implementation structure internal to partners builds their capacity.

The partnership level is particularly complex in multi-stakeholder partnerships (Huxham & Vangen, 2005). The partnership level is the interorganizational framework that sustains partner engagement and, ultimately, ongoing implementation at the partnership level (Albers, Wohlgezogen, & Zajac, 2013; Hood, Logsdon, & Thompson, 1993). At the partnership level of implementation resides subcomponents of governance and processes of implementation (Clarke, 2010). This dissertation examines three key subcomponent processes of implementation structure: decision making, communication, and renewal⁴. Chapter 7 examines how decision making, communication systems, and renewal systems interact to build partnership capacity.

³ See Chapter 6 for more details on partner-level implementation.

⁴ See Chapter 7 for more details about the three key processes of implementation.

3.5 Social Partnership Outcomes

One of the central debates in the social partnership literature is on the topic of outcomes. Researchers want to know more about social partnership outcomes and what causes them (Hardy et al., 2003; Huxham, 1993; Selsky & Parker, 2005). As discussed above, there are several variables and inputs that factor into multi-stakeholder partnerships, and thus there are a variety of different outcomes to be considered (Ruhli et al., 2015). Broadly, there are three categories of outcomes that are of particular interest to researchers studying high specificity social partnerships; plan, partner, and process outcomes.

Formulated through a collaborative process, plan outcomes are outcomes related to progress made on the objectives and goals set in a strategic plan (Hood et al., 1993; Clarke and Fuller, 2011). Partner outcomes are outcomes related to partner-learning (Hardy et al., 2003) and changes in partner organizational culture or structure due to involvement in a partnership (Clarke and Fuller, 2010; Bryson & Bromiley, 1993). Finally, process outcomes are outcomes that lead to adaptations made to the partnership implementation and design as a result of the collaborative processes in the partnership (Clarke and Fuller, 2010; Pinto & Prescott, 1990).

Research on plan outcomes is in its early stages and so research insights are not fully formed. Moreover, given the number of contextual variables affecting social partnerships, the long-time horizons required for accurate measurement, the constant change that these partnerships endure, the lack of ongoing monitoring and reporting, and the unavailability of control groups have proven challenging in determine plan outcomes and, to a greater extent, the societal impacts of social partnerships (Kolk, Dolen, & Vock, 2010; Koontz, 2006; Leach, Pelkey, & Sabatier, 2002). Without evidence that social

partnerships deliver the social good they promise, there will continue to be speculation about their impacts (Crane, 2010; Kolk, 2014).

Given the practical and temporal challenges associated with studying plan outcomes and the focus of this dissertation, which is on outcomes for partners as well as the partnership itself, this dissertation examines partner and process outcomes. Specifically, this dissertation is concerned with positive outcomes, which are discussed as partner and partnership capital. For partners, capital gains contribute to partners' organizations success (Hardy et al., 2003). For partnerships, capital gains contribute to partnerships' capacity to implement community sustainability plans (Hibbert et al., 2008).

As might be expected, outcomes are generally discussed in relation to some driving factor or factors. Some researchers examine how outcomes are influenced by external factors such as political environment, problem domain (Trist, 1983), and stakeholders (Huxham, 1993). Others examine the impact of internal factors on outcomes such as partner relationships, power asymmetries (Hardy et al., 2003), trust (Brinkerhoff, 2002b), and structures (Clarke, 2011). In Chapter 5, this dissertation explores partner capital in relation to the multi-stakeholder partnership. Chapter 6 examines partner capital in relation to internal implementation structure of the partner organizations. Finally, Chapter 7 studies partnership capital in relation to the partnership structure. The last section of this chapter positions partner and partnership capital in a broader discussion about positive partner and partnership outcomes of social partnerships.

3.5.1 Partner Capital

The concept of partner capital, as it is discussed in this dissertation, builds on Clarke and Fuller’s (2010) partner outcomes by examining these outcomes from a resource-based view. To examine partner outcomes from a resource-based view, they were reframed as resources. In Chapter 5, empirical indicators of partner outcomes from the social partnership literature were identified and organized into three categories: human, organizational, and physical/financial capital⁵. In RBV these three categories of capital are theorized to be valuable to organizations (Barney, 1995). Table 6 provides a summary of the three kinds of partner capital, the contexts in which they are studied, and the methods used to study them. Table 6 reinforces the point made earlier in this discussion, which is that partner capital has largely been studied in dyad partnerships and that primarily case study methods are used.

Table 6: Summary of literature on partner capital⁶

Empirical Indicators	Type of Partnership	Contribution/ Field	Method(s)	Author(s)
Physical/Financial capital (Including, cost savings/ funding/ improved efficiency)	Dyad	Management	Empirical (case study)	(Seitanidi, 2010b)
	Multi-stakeholder	Management	Theoretical (propositions from the literature)	(Lavie, 2006)
	Dyad	Public policy	Empirical (quantitative survey)	(Steijn, Klijn, & Edelenbos, 2011)

⁵Note: Please see Chapter 5’s literature review for more details regarding specific research questions and supporting literature.

⁶ Note: More analyses and literature for partner capital are found in Chapters 5 and 6.

Human capital (Including, learning and knowledge)	Dyad	Management	Theoretical (framework)	(Austin & Seitanidi, 2012b)
	Dyad/Triade	Management	Theoretical (propositions from the literature)	(Selsky & Parker, 2005)
	Multi-stakeholder	Public policy	Empirical (multi-case comparison)	(Hardy et al., 2003)
Organizational capital (Including formal reporting systems, relationship-building/reputation/recognition)	Dyad	Management	Empirical (quantitative survey)	(den Hond et al., 2012)
	Dyad	Management	Empirical (cross-case comparison)	(Seitanidi & Crane, 2009)
	Multi-stakeholder	Public policy/environmental management	Empirical (case study)	(Muñoz-Erickson et al., 2010)

RBV theory explains that certain resources provide value to organizations in different ways (Hart, 1995). RBV theory is useful in that it narrows the selection of outcomes for empirical study, as well as offers a useful way to organize outcomes into meaningful categories (Barney, 1995; Penrose, 1959). RBV theory also helps to explain how processes, through which the resources are obtained, contribute to their value (Wernerfelt, 1984). For instance, RBV theory posits that resources gained from socially complex structures are particularly valuable to organizations because the social interactions are difficult for competitors to replicate (Barney, 1991). Moreover, RBV theory argues that organizations who have internal structures that organize it to capture value are better positioned to benefit from their resources (Barney, 1991)⁷. The ‘organized to capture value’ concept provides a viable explanation for why organizations

⁷Note: Please see Chapter 6’s literature review for full hypotheses development of structure to outcomes at the partner level.

with internal implementation structures in multi-stakeholder partnerships could get more value out of the partnership.

While RBV provides important insights, it does have some limitations. First, RBV is a theory of competitive advantage; this is a useful perspective when studying how organizations strategically compete against each other for resources (Barney, 1991; 1995). However, RBV is not as relevant when examining partner outcomes in the context of community sustainability plan implementation where the ultimate goal is to work together toward a common sustainability vision (Kveton et al., 2014). To address this tension, this dissertation builds on the work of Arya and Lin (2007) by reframing RBV capitals from resources for competitive advantage to resources that build capacity for all types of organizations.

Second, RBV resource categories (i.e., financial, physical, organizational, and human capital) do not accurately capture an important type of partner outcome: the perception that the partnership is making progress on the goals it set out to achieve (James, 1999). Research has shown that a major contributing factor to the ongoing engagement of partners is the perception that decisions made about the partnership will be implemented (Cropper, 1996; James, 1999; Jamal & Getz, 1995). To address this oversight, this dissertation builds on social partnership literature (Cropper, 1996; Koontz, 2006; Clarke, 2014; Bowen et al., 2010) and empirical results from Chapter 5 to conceptualize a new type of capital specific to partnerships – shared capital. Shared capital is introduced in Chapter 6.

Third, the reason a resource-based view was adopted was to understand how partner engagement is maintained. However, choosing this frame also means adopting the

assumption that the reasons organizations choose to partner are based on organizational gains. This means that more altruistic reasons such as moral obligation to the community and environment are discounted. Despite these drawbacks, given the partner-centric focus of Chapters 5 and 6, a resources-based perspective is appropriate.

3.5.2 Partnership Capital

The concept of partnership capital, as it is discussed in this dissertation, builds on Clarke and Fuller's (2010) conceptualization of process outcomes. Partnership capital represents the capacity of the partnership to adapt and learn (Clarke and Fuller, 2010) by building a knowledge base from ongoing social interactions and relationships within the partnership (Dyer & Nobeoka, 2000).

The decision to retain the term 'capital' when referring to process outcomes was made to signify the agency of the partnership. Koschmann et al. (2012), explain that where partnership activity and decision making are not easily linked to a single organization, the partnership has collective agency (Koschmann et al., 2012). This is more likely where a partnership has multiple partners from different sectors. For instance, social partnerships that have multiple partners can have their own secretariat and/or board, which is evidence of collective agency (Babiak & Thibault, 2009; Provan et al., 2007). In this way the partnership is conceptualized as an organization in its own right, capable of acquiring knowledge, learning, and adapting through the social interactions of its partners.

The reason partner and process outcomes are combined to conceptualize partnership capital is because this dissertation adopts Koschmann et al.'s, (2012) view of the multi-stakeholder partnership, which is to understand the partnership as an

organization in its own right, capable of acquiring knowledge, learning, and adapting through the social interactions of its partners. Process outcomes account for the adaptability and flexibility critical for multi-stakeholder partnerships, and partner outcomes account for the human and social capital that can be built within the partnership (Clarke and Fuller, 2010). If the partnership is conceptualized as an organization in its own right, both sets of outcomes combine to contribute to building the capacity of partnerships.

Table 7 summarizes the aspects of partnership capital, the contexts in which partnership capital is studied, and the methods used to study it. Table 7 shows that few studies in the social partnership management literature have conceptualized partnerships as autonomous entities capable of attaining their own form of capital. In contrast, Table 3 indicates that key insights on partnership structure are emerging from the management literature.

Table 7: Summary of literature on partnership capital⁸

Empirical Indicators	Type of Partnership	Contribution/ Field	Method(s)	Author(s)
Capacity to adapt (flexibility and adaptability to both external and internal changes and shocks)	Multi-stakeholder	Public policy/ environmental management	Theoretical (propositions from the literature)	(Emerson, Nabtchi & Balogh, 2012)
		Public policy/ Planning	Empirical (case study)	(Wiewel & Lieber, 2004)
		Management	Theoretical (propositions from the literature)	(Mattessich et al., 2001)
		Management	Review of the literature	(Worley & Mirvis, 2013)

⁸ Note: More analyses and literature for partnership capital are found in Chapter 7.

Improved knowledge (including project/issue specific knowledge and knowledge of other partners' activities)	Multi-stakeholder	Public policy	Empirical (mixed methods)	(Worthington, Patton, & Lindley, 2003)
		Public policy	Theoretical (framework)	(Reed, Fraser, & Dougill, 2006)
		Public policy	Theoretical (propositions from the literature)	(Bryson et al., 2006)
		Management	Empirical (multi-case comparison)	(Hardy et al., 2003)
Improved relationships (including mutual trust, respect, and understanding between the partners and between the partners and community)	Multi-stakeholder	Public policy/ Planning	Empirical (case study)	(Wiewel & Lieber, 2004)
		Public policy	Empirical (mixed methods)	(Leach et al., 2002)
		Public policy	Theoretical (framework)	(Innes & Booher, 1999)
		Management/ Collaboration	Theoretical (propositions from the literature)	(Hibbert et al., 2008; Mattessich et al., 2001)

Using relational view theory to study the outcomes for the partnership itself was useful because, like RBV theory, it provides an explanation for how structures can influence outcomes. For instance, this dissertation uses relational view's knowledge-sharing routines and effective governance to conceptualize how collaborative decision making (effective governance) and communication or renewal systems (knowledge-sharing routines) work together to produce positive outcomes for the partnership (Dyer & Singh, 1998)⁹. Unlike RBV, which provides an explanation for organizational structures

⁹ Note: Please see Chapter 7's literature review for full hypothesis development of structure to outcomes at the partnership level.

to outcomes, relational view provides an explanation for interorganizational structures to outcomes. For this reason the decision was made to use relational view over RBV in Chapter 7. Like RBV, relational view is a theory of competitive advantage and so it is limiting in the same ways that RBV was limiting in Chapters 5 and 6¹⁰.

¹⁰ Note: The relationship between partner-level implementation and partner capital is discussed extensively in Chapter 6, and the relationship between partnership-level implementation and partnership capital is discussed in Chapter 7.

Chapter 4: Research Design

This dissertation includes two complementary studies. In the first study, partners involved in Canadian community sustainability plans were invited to complete an online survey called the Partner Survey. In the Partner Survey, partnership activity is examined at the partner level of analysis. In the second study, representatives in local governments around the world involved in implementing community sustainability plans were invited to complete an online survey called the Partnership Survey. In the Partnership Survey, activity is examined at the partnership level of analysis.

The Partner Survey and the Partnership Surveys are both exploratory whereby the goal is to explore relationships between variables for a better understanding of a phenomenon. The data for both surveys were collected in partnership with ICLEI-Local Governments for Sustainability Canada. The following section provides in-depth details about the broader research design for this dissertation that integrates the research presented in Chapters 5, 6, and 7. This chapter provides important details that could not be covered in Chapters 5, 6, and 7 as each of those chapters are standalone papers. The research design described in the ‘Partner Survey’ section of this chapter provides details that augment the methods discussed in Chapters 5 and 6, and the ‘Partnership Survey’ section provides important background information for the methods in Chapter 7. A summary of what is discussed in this chapter as well as the data analysis, reliability, and validity; the limitations appear separately in the methods sections of Chapters 5, 6, and 7.

4.1 Ethical Considerations

University of Waterloo has a policy on the Ethical Conduct of Research Involving Human Participants, which is complemented by a process for ethics approval. This research project, including both the Partner and Partnership Survey was approved by the Office of Research Ethics. See Appendix I for the ethics certificate confirming approval.

4.2 Partner Survey Overview¹¹

In the first study, the Partner Survey, three hundred and twenty-eight partners involved in municipal sustainability-focused social partnerships from fifteen Canadian communities were contacted. While attempts were made to achieve a high response rate, such as offering a survey completion incentive and contacting potential respondents using personalized emails and phone calls, the response rate was fairly low. A total of 53 partners returned the survey (16.2% response rate), of which 11 were incomplete leaving 42 usable surveys (12.8% response rate) for analysis.

In traditional contexts, the average acceptable response rate for social science postal surveys is approximately 50% (Nulty, 2008). Traditional contexts are defined as “medium to large firms in established industries located in developed economies” (Kriauciunas, Parmigiani, & Rivera-Santos, 2011, p. 994-995). Whereas surveys in non-traditional contexts have lower response rates (Kriauciunas, Parmigiani, & Rivera-Santos, 2011). Non-traditional contexts are defined as contexts that “diverge from traditional context by firm size, industry, or geography” (Kriauciunas, Parmigiani, & Rivera-Santos, 2011, p. 995). For instance, a study that examined a non-traditional industry (i.e., entrepreneurial ventures – new organizational forms) obtained a response rate of 12.2%

¹¹ Please see Chapters 5 and 6 for the details regarding the data analysis methods, reliability and validity, and limitations of the Partner Survey.

(Schulze, Lubatkin, Dino, Buchholtz, 2001), which was acceptable for publication in *Organization Science* a journal ranked in the Financial Times list as one of the top management journals (Financial Times, 2015). The 12.2% response rate is comparable to that of mail surveys sent to senior executives, where acceptable response rates are 10-12% (Geletkanyck, 1998). In addition, studies have compared response rates between web and mail surveys and found that web surveys produce response rates that are on average 11% lower than mail surveys (Fan & Yan, 2010). Moreover, there is evidence that shows surveys done at the organizational level have lower response rates than surveys done at the individual level (Baruch & Holtom, 2008).

The surveys conducted in this dissertation are done in non-traditional contexts on the basis of industry. First, the variety of organizations studied (i.e., private, public, and civil society sectors) do not reflect the medium to large firms in established industries in the traditional context. In addition, while large to medium sized business represent some of the partners in the partnerships studied many of the partners are also small Environmental NGOs and/or small local businesses. In small organizations the people expected to fill out the survey are the business owners or executive directors, holding positions comparable to chief executives in small and medium-sized companies, thus the 12.8% response rate from the Partner Survey aligns with what might be expected from comparable populations (MacDougall & Robinson, 1990). In addition, the surveys in this dissertation were administered via the web and at completed at the organizational level also explaining the low response rate.

All survey participants were asked to read an informed consent form that reviewed the purpose of the study, potential risks of the study, and provided the contact

information for the Office of Research Ethics (See Appendices I and II for consent letters in English and French, respectively).

4.2.1 Partner Survey Instrument Design

The development of the Partner Survey underwent three stages. The first stage involved the initial development of the survey. The first draft of the survey took one nine-hour working day to complete. This version of the survey was a collaborative effort by Dr. Clarke, Dr. Huang, and me. Dr. Clarke and I provided input on the content of the study, which Dr. Clarke gained from her doctoral dissertation and I from my master's major research paper. Dr. Huang provided input with his expertise in survey design and statistical methods.

The next iteration of the survey was developed after a meeting with ICLEI Canada, Dr. Huang, Dr. Clarke, and me. ICLEI Canada provided the group with advice on wording that would not confuse the study participants, which is a group that ICLEI works with regularly. At this day-long working meeting, it was decided that instead of just one, two surveys would be developed: one for the partners¹² and one for the local governments. The development of the partner survey, which is the basis of Chapters 5 and 6 of this dissertation, is discussed in detail here and summarised again in Chapters 5 and 6. The survey sent to local governments, called the Local Government Survey, became the focus for one of Dr. Clarke's master's students. The final version of the partner survey was reviewed and approved by Dr. Clarke and Dr. Huang. Upon approval, the survey was translated into French to make the survey accessible to all Canadian

¹² Note: Local governments also filled out the Partner Survey as they are considered partners. While the Local Government Survey was only for the local governments the Partner Survey was for all the partners, including the Local Government.

community sustainability plan partners (for complete surveys in French and English, see Appendices III and IV).

The Canadian study's Partner Survey includes four parts. Part A asks demographic questions about the partner organization, such as the organization's size and the community in which it resides. Part B asks questions about internal structure for sustainability related activities, engagement opportunities, and partner outcomes. Part C asks questions regarding the amount of information the partners receive about the community sustainability plan's activity. Part D asks resource-based questions, including questions about resources that the partner organization contributes to the social partnership and the resources that they gain from their involvement. Parts A and B are the sections that contribute data to Chapters 5 and 6 in this dissertation.

There are three types of survey questions in the Partner Survey: single select multiple-choice questions, Likert scale questions, and one open-ended question. There are three different Likert scales in the survey. While there are other types of scales, the decision was made to use a 5-point Likert scale. This decision was made because the 5-point scale is the most commonly used scale and most appropriate for this study (Krosnick and Presser, 2010). For example, a 7-point Likert scale is used when fine distinctions between attitudes need to be tested (Krosnick and Presser, 2010). Each point added to a scale reduces clarity for the reader (Krosnick and Presser, 2010). The trade-off of detail for reader clarity was not necessary for this study. Conversely, a scale using less than 5 points would not have provided enough detail (Krosnick and Presser, 2010). For instance, had a simple 2-point scale been used (i.e., disagree and agree), participants would not have had the option of remaining neutral. Eliminating a neutral point forces the

participant to choose between a positive or negative side when they may more accurately feel neutral, thus resulting in inaccurate measurement (Krosnick and Presser, 2010).

In the Partner Survey, one of the Likert scales rates the level of the study participants' agreement; again, this is a 5-point scale ranging from 'disagree'=1 to 'agree'=5. Another rates the value of items to the study participants on a scale that ranges from 1= 'no value' to 5= 'very valuable'. The other scale is an amount Likert scale whereby participants are asked to rate statements based on a 5-point scale that ranges from 'way too little'=1 to 'way too much'=5.

4.2.2 Partner Survey Data Collection

Data for both the Partner and Partnership Surveys were collected through an online platform (Couper, 2000) using a software program called FluidSurvey. There are a number of advantages to using the online survey method (Evans & Mathur, 2005). The main advantages are ability to have a global reach, flexibility to send the survey through email or host it on a website, ability to target participants, and low cost (Evans & Mathur, 2005). There are also a number of disadvantages to using the online survey format for data collection, such as the survey being perceived as junk mail, low response rates, and an impersonal feel (Evans & Mathur, 2005).

The online survey method was selected over other survey methods, such as mail or telephone, because it allows for a global reach in the most time- and cost-effective way (Evans & Mathur, 2005). Further, the online survey allowed ICLEI to send targeted emails with an embedded survey link to its membership, thus this method facilitated controlled sampling (Evans & Mathur, 2005).

In the original design, data collection processes for the Partner Survey were intertwined with data collection for the Local Government Survey. For the Local Government Survey, data were collected using a purposive/expert sampling method, targeting the ICLEI-Canada membership, whereby surveys for the Canadian study were promoted and administered to all of the French- and English-speaking local governments in ICLEI-Canada's membership. In October 2012, ICLEI-Canada reached out to their network via email asking sustainability practitioners to fill out the Local Government Survey. By early April 2013, the team had reached the data collection goal for the Local Government Survey.

By way of referral sampling, ICLEI-Canada had asked their Local Government contacts to forward the Partner Survey to their partners or direct them to the survey webpage (See Appendix VI for outreach email and Appendix VII for the survey webpage). This approach resulted in twenty completed Partner Surveys in communities across Canada. It is estimated that approximately three hundred and twenty-eight partners were contacted by Local Government representatives who forwarded the surveys to their partners. The estimate was made by matching the communities where both Local Governments and Partners completed the survey, assuming that partners who completed the survey were forwarded the survey link by their Local Government representative. Information about the number of partners involved is generally not reported publicly, and so to identify the number of partners contacted, the number of partners reported by local governments in the Local Government Survey was used to calculate the range of partners contacted. In the Local Government survey participants were asked to make a selection using a dropdown menu which listed ranges for the number of partners (e.g., 11-20, 21-

50, 51-99, etc.); consequently, only a range could be reported estimating the number of partners in total contacted.

The original goal of the Partner Survey was to collect data from at least twenty partners in more than one community, so a comparison of different community approaches to implementing community sustainability plans and the effects on their partners could be done. Since this goal was not achieved through the ICLEI-Canada membership referral method, an alternative data collection approach was used to collect more survey responses from partners. Initially, to encourage subjects to complete the survey, an incentive was offered for participants to be entered in a draw to win one of five Mountain Equipment Co-op gift cards (Couper, 2000; Evans & Mathur, 2005). Further attempts needed to be made to improve the response rate and so the data collection timeframe was extended, and potential survey participants were contacted multiple times via both email and phone calls.

The alternative approach – purposive/expert sampling – involved targeting three communities and contacting partners directly regarding the online survey. The goal was to obtain a minimum of 15-20 responses in total in each of the three selected communities. Four criteria were selected to help in deciding which communities would be the focus of the in-depth partner study by community (Couper, 2000; Evans & Mathur, 2005; Yin, 2003). The first criterion was that the community must have filled out the Local Government Survey. The second criterion was that the community must have over fifty partners to ensure a viable sample size. The third criterion was that the partner organizations must be publicly listed on a website. Finally, the fourth feasibility criterion was that at least one partner from the community must have filled out a Partner Survey,

thus ensuring that the partners had already been introduced to the survey by their local government. Three cities met these criteria: Greater Sudbury, Ontario; City of Thunder Bay, Ontario; and Town of The Blue Mountains, Ontario.

Once the three communities were selected for in-depth analysis, the partner organizations were identified and contact information about each partner was obtained via the community sustainability or partner organization websites. Greater Sudbury has an online database, which provides the name and contact information for each partner, while Town of The Blue Mountains and City of Thunder Bay provide lists of the partner organizations on their websites. All of the partners in Greater Sudbury were contacted via an outreach email and follow-up phone calls. For the other two cities, where the direct contact information was not publicly available, it was necessary to identify the person in each partner organization responsible for the partnership activities. This was done in three ways. First, the website of each partner organization was reviewed for information about the partnership or for the contact information of their sustainability coordinator. Where the appropriate contact person could be identified, an outreach email was sent (see Appendix VIII). Second, when the contact information was not available on the website, exploratory phone calls were made to identify the appropriate contact. When the appropriate contact was identified, an outreach email was sent. Third, the Sustainability Coordinators for Town of The Blue Mountains and City of Thunder Bay were contacted. The coordinator for Town of The Blue Mountains agreed to ask partners to fill out the survey at their annual meeting and to send follow-up emails that included information about a link to the survey. Of the three cities, Greater Sudbury completed thirteen

surveys, Town of The Blue Mountains completed six, and City of Thunder Bay completed three.

Where the direct contact information was public, as is the case with Greater Sudbury, data collection was possible. Where this information was not available, it was challenging to identify the correct contact. While many partnerships list the names of the partner organizations on their websites, it is very unusual for them to list contact information. This was found to be a more substantive barrier to data collection than had been originally anticipated.

4.3 Partnership Survey Overview¹³

For the second study, the Partnership Survey, one thousand and fifty-eight communities that implement community sustainability plans from around the world were contacted to complete the survey. While attempts were made to avoid a low response rate such as providing individual incentives for each participant, extending the data collection time, and contacting participants through various media the response rate for the Partnership Survey was also low. One hundred and eleven respondents returned the survey, thus the response rate was 9.5%¹⁴. At the beginning of the survey, subjects were asked to read an informed consent form that reviewed the purpose of the study, potential risks of the study, and provided the contact information for the Office of Research Ethics (See Appendices VIII-XI for consent forms in English, French, Spanish, and Korean,

¹³ Please see Chapter 7 for the details regarding the data analysis methods, reliability and validity and limitations of the Partnership Survey.

¹⁴ See pages 49-50 for a discussion about response rates. Note: As well as all the reasons that could have affected the response rate for the Partner Survey, the geography criterion from research in non-traditional contexts also applies to the Partnership Survey, whereby studies with respondents that are not in developed economies have lower response rates (Kriauciunas, Parmigiani, & Rivera-Santos, 2011)

respectively).

4.3.1 Partnership Survey Instrument Design

The development of the survey instrument for the Partnership Survey involved seven stages. Each stage iteratively built on the previous work (Thomson, Perry, & Miller, 2007). The research in this dissertation is a part of a larger study. The questions for this study were added to a survey being used by a team as a part of a larger project. The first three stages, discussed above in the survey design for the Local Government and Partner Surveys, contributed to the development of the Partnership Survey design.

Stage four of the Partnership Survey design involved reviewing the methods for administering the surveys in the Canadian study and making changes to the Partnership Survey based on these lessons learned. For instance, in the Canadian study, it became clear that the administration of the Partner Survey by ICLEI would not be feasible. Thus, the decision was made for ICLEI to administer one survey to each community's sustainability coordinator.

In stage five, the first draft of the Partnership Survey was reviewed by the University of Waterloo's survey design consultation services and changes were made based on this advice. In stage six, Dr. Clarke, Associate Professor, University of Waterloo and Dr. Seitanidi, Senior Lecturer, Kent Business School, experts in the partnership and collaboration literature, reviewed the Partnership Survey. Following their advice and extensive review of the literature, models were developed using variables from the social partnership literature.

Finally, stage seven of the survey development included revisions by ICLEI Canada to ensure the appropriateness of the word selection for the survey participants.

ICLEI Canada has close relationships with its membership (i.e., survey participants) and so they are familiar with the language used by its members.

There are four parts in the survey. Part A asks demographic questions such as which community/municipality/region the survey participant is representing in the survey. Part B includes questions about governance and operations. Part C has questions focused on the outcome variables. Part D asks questions about funding, employee and volunteer time, and in-kind resources. This research used data collected in Parts A, B, and C. Most of the questions used in the analysis of this study are closed-ended questions, many of them Likert scale-type questions. There are two types of 5-point Likert scale questions, each asking the study participant to rate certain statements. One of the Likert scales is a frequency scale whereby the 5-point scale ranges from ‘never’=1 to ‘very frequently’=5. The second scale rates the level of the study participant’s agreement; again, this is a 5-point scale ranging from ‘disagree’=1 to ‘agree’=5. Please see appendices XII-XV for the full survey in English, French, Spanish, and Korean, respectively.

4.3.2 Partnership Survey Data Collection: Phase 1

Based on previous experience with the Partner Survey’s low response rate, it was determined that a new research design was needed to collect data more effectively. For the Partnership Survey, as with the Local Government and Partner Surveys, the goal was to collect data from members of ICLEI-Local Governments for Sustainability (ICLEI Global/Canada). ICLEI Canada is a regional office under the ICLEI Global agency. The data were collected from ICLEI Global’s membership and this work was managed by

ICLEI Canada who coordinated with ICLEI Global and other ICLEI regional offices to reach the global membership.

It was decided that it would be too time-consuming and costly to find partners of community sustainability plans around the world because there would be the added barrier of language. For the Partnership Survey, it was decided that only contacts from local governments would be asked to fill out the survey. The Partnership Survey, builds on the Partner and Local Government Surveys, and was administered internationally. At this juncture, the decision was made to analyze partnership activity at the partnership level of analysis rather than at the partner level of analysis.

For the Partnership Survey, data were collected using a purposive/expert sampling method, targeting the ICLEI Global membership. ICLEI Global's member contacts represent sustainability coordinators (or equivalent) in municipalities or regions. These contacts are experts in their municipality or region's sustainability initiatives, and thus the participants in this study are non-randomly selected key informants (Creswell, 2009). As part of the Mitacs Accelerate program, a one-month residency period was completed at the ICLEI Canada offices in October/November, 2013 while the survey was administered internationally (See Appendix XVII for outreach email and Appendix XVIII for the survey webpage).

Given that a low response rate was anticipated to be one of the largest challenges with this data collection method, for this survey, non-response bias reduction was a priority. Hence, individual incentives were offered, the data collection timeframe extended over two years, and participants were contacted through various media, such as

direct emails, direct tweets, newsletters, and phone calls. The remainder of this chapter details these efforts.

In the Partner Survey, an incentive was offered for participants to be entered into a draw to win one of five Mountain Equipment Co-op gift cards. For the Partnership Survey to curb low response rates, for each survey filled out, participants received a \$10 gift card from either iTunes or Amazon (Evans & Mathur, 2005). Amazon and iTunes were selected because their products are most widely accessible internationally.

Addressing the concern with the online survey method of potential respondents viewing the survey as junk mail, this was unlikely for this survey because the email was sent from ICLEI Global as well as select regional offices (see Table 8), an organization that the respondents were familiar with. Moreover, the surveys were personalized as they were sent by ICLEI Global and select regional offices. To help respondents with little experience with the Internet, a clear link to the URL was embedded in the email from ICLEI Global, making it unnecessary for respondents to search for the survey on the Internet (Evans & Mathur, 2005).

The survey was available in four languages: English, French, Spanish, and Korean. These four languages were selected because they represent the largest bodies of ICLEI Global's membership (ICLEI, n.d.). ICLEI Global also has a large Portuguese-speaking membership, but Korean was selected as the fourth language on the recommendation of ICLEI Canada as the Korean membership is exceptionally active. In an ideal setting, where time and funding resources are unlimited, the survey would have been translated into all languages represented in the ICLEI Global's membership. Unfortunately, the budget for this project was limited and, as such, there was only enough

funding to make the survey available in four languages.

Due to funding constraints, the surveys could not be back-translated, but other steps were taken to control for the consistency of language between surveys in different languages. First, the translators hired for the Spanish and Korean surveys have backgrounds in local government sustainability. The Korean survey was translated by an ICLEI Korea employee, a translator familiar with the LA21 sustainability language used in English and Korean, and who ensured consistency between the English and Korean surveys. The Spanish survey was translated by a PhD student in the University of Waterloo's Environment and Resource Studies program. The student, equipped with an in-depth sustainability background, carefully studied ICLEI Global's Spanish LA21 program website content and other documents to ensure consistency between the language used on the English and Spanish surveys. Finally, for the French survey, a professional translator was hired. The French language skills of Dr. Clarke and two co-op students working for the research team ensured consistency between the language used on the French and English surveys.

ICLEI Global's members are municipalities or regions that are working toward sustainability in their community (ICLEI, n.d.). The ICLEI Global contact for each municipality or region is a sustainability coordinator or equivalent in the government at the local level (ICLEI, n.d.). The goal of this survey was to collect data from a sample of participants that represent the operational level of community sustainability plan implementation, by collecting data from the representative most familiar with the implementation activities of the plan. Nine hundred and eighty local authorities were contacted through ICLEI Global's database, resulting in ninety-two completed surveys.

Table 8 below summarizes the timeline of the data collection with ICLEI Global.

Table 8: Data collection timeline

Data Collection Activity	Dates
The directors of each of ICLEI's offices were briefed on the project at three key meetings:	
Seoul	October 2012
Bonn	May 2013
Hannover	April 2014
Notice of the survey was included in ICLEI Global's member newsletter, which reaches 980 local governments, 2 contacts within each.	November 2013
Select regional offices followed up with direct communications to members in their regions as per the following*:	November 2013
<ul style="list-style-type: none"> • Korea - direct email to members • Europe - regional newsletter • Africa - direct email to members • Latin America & the Caribbean - direct email to members • Australia & New Zealand - regional newsletter • South East Asia - direct email to members 	
Second global notice of the survey was included in ICLEI Global's member newsletter, which reaches 980 local governments, 2 contacts within each.	May 2014
Canadian ICLEI members that filled out the first pilot survey are asked to fill out the current survey.	May 2014
Some regional offices followed up with their second direct communication to members in their region as per above*.	June 2014
Fifty-three targeted emails were sent to new contact people at ICLEI member local governments that are associated with the city's LA21 / ICSP work.	June/July 2014
KICSD (Korea Institute Center for Sustainable Development) followed up directly with one-on-one communications with cities in their region.	July 2014
35 direct Twitter messages were sent to ICLEI member local governments that are active on LA21/ICSP work and have active Twitter accounts.	July 2014
Third global notice of survey was emailed directly to ICLEI Global's member list, 980 local governments, 2 contacts within each	July 2014

4.3.3 Partnership Survey Data Collection: Phase 2

By May 2014, there was concern that there would not be enough data collected through the ICLEI Global and select regional offices' databases and so there were concurrent data

collection efforts during the period of May-July 2014. During this time, seventy-eight communities were contacted through the Sustainability Tools for Assessing & Rating (STAR) Communities database. STAR Communities is a ranking system that recognizes communities for planning and implementing sustainability initiatives. The selection of local authorities to be contacted using the STAR database was based on two criteria. The first was that they needed to have a community sustainability plan and the second was that they needed to have at least five partners involved in the implementation of the plan.

Once these criteria were satisfied, the correct contact to send the survey to was identified. The first step to identifying expert survey respondents was to search for sustainability coordinators online, by searching websites and the community sustainability plan for contact information. If the correct contact was not identified through these means, an exploratory phone call was made to the local authority information line where the researcher asked for the appropriate contact information. When the correct contact information was secured, an information email was sent to the contact (See Appendix XIX and XX for outreach emails). These data collection efforts led to an additional nineteen completed surveys.

This chapter provided the overarching research design that links the Partner and Partnership Surveys. Additional details, including the literature reviews that lead to the research questions and hypotheses, the data analyses, and limitations, are presented in Chapters 5, 6, and 7.

Chapter 5:

Multi-Stakeholder Partnerships for Sustainability: A Resource-Based View of Partner Outcomes¹⁵

5.1 Introduction

Despite the challenge of managing the diverse interests of partners, cross-sector social partnerships (social partnerships) commonly address complex social issues. Briefly, a social partnership is a voluntary collaboration between organizations to address a mutually prioritized social issue (Babiak & Thibault, 2009; Selsky & Parker, 2005; Waddock, 1991). An emerging type of social partnership is a multi-stakeholder partnership; rather than having two or three partners from different sectors (i.e., private, public, or civil society), they have multiple partners from all three sectors (Ruhli, Sachs, Schmitt, & Schneider, 2015). In multi-stakeholder partnerships, all stakeholders are welcome and encouraged to participate in the solution (Kihl, Tainsky, Babiak, & Bang, 2014). In contrast, small social partnerships are not inclusive because they include two or three partners that carefully select each other on the basis of fit (Berger, Cunningham, & Drumwright, 2004). An inclusive approach creates an opportunity to access more resources such as knowledge of the problem, financial aid, and social capital (Kuenkel & Aitken, 2015). The diverse perspectives and resources gained from engaging large stakeholder groups are necessary for developing solutions to complex challenges, such as sustainable development (Echebarria, Barrutia, & Aguado, 2004).

This research studies multi-stakeholder partnerships that implement Local Agenda 21s (or equivalent community sustainability plans). Local Agenda 21 is the United

¹⁵ Under review at *Business & Society*

Nations recommended process for addressing local sustainable development challenges (UNCED, 1992). Multi-stakeholder partnerships are commonly used to address sustainable development challenges (Worley & Mirvis, 2013). Sustainable development is defined as the integration of social, ecological and economic aspects for inter-generational equality (WCED, 1987). The process suggests that local authorities collaborate with organizational stakeholders to form and implement community sustainability plans (UNCED, 1992). These plans are geographically bound and include sustainability visions, goals, and action plans (ICLEI, 2002). Partnerships that implement plans with defined actions and goals have high task specificity (Waddell & Brown, 1997). They are different from networks which have comparatively low task specificity (Waddell & Brown, 1997). Thus, this chapter primarily draws on the partnership literature over the network literature to understand the partner experience.

Decision makers in multi-stakeholder partnerships are challenged to initiate and maintain partner engagement (Babiak & Thibault, 2009). Where there are a large number of partners, individual strategic interests are secondary to the larger goals of the partnership (Jörby, 2002). In contrast, partners in dyadic social partnerships negotiate their strategic needs into the terms of the partnerships (Yaziji & Doh, 2009). Research has shown that partners in dyadic social partnerships enjoy strategic benefits from the partnership (den Hond, de Bakker, & Doh, 2012). Strategic management researchers studying social partnerships with two or three partners have done a lot of work in the area of strategic resources for partners (Branzei & Le Ber, 2014). Given the different dynamic in multi-stakeholder partnerships it is unclear whether their partners gain the same benefits (Butler, 2001). To this end, this research asks the question, what resources can

partner organizations gain from their involvement in implementing community sustainability plans as members of multi-stakeholder partnerships and of those resources what do partners value most? Understanding the benefits for partners in multi-stakeholder partnerships is important for two reasons. First, it contributes to what is known about partner strategic resources from partnerships. Second, it helps to identify how partnership decision makers and facilitators can develop systems that help partners gain resources to maintain their ongoing engagement.

This chapter discusses the main arguments that deal with the partner experience in multi-stakeholder partnerships. In distinguishing between dyad/triad social partnerships and multi-stakeholder partnerships, the purpose of this chapter is to highlight strategic resources that partners perceived they gain through participating in a large partnership. In addition, resource-based view's categories of physical/financial, human, and organizational resources are used to identify outcomes not recognized in the research on social partnerships.

The chapter is structured as follows. After reviewing the scope of partner outcomes in the strategic management literature, their strategic value is assessed using a resource-based perspective. Next a summary of the research methods and results are provided. Finally the discussion examines the implications for research and practitioners of the findings from the case studies Whistler2020, Hamilton's Vision 2020, Montreal Community Sustainable Development Plan 2010-2015, and Greater Vancouver's citiesPLUS.

5.2 Theoretical Background

5.2.1 Partner Outcomes of Social Partnerships

A critical but difficult area of research becoming core to the partnership field is on assessing the effectiveness of social partnerships (Kolk et al., 2010). The effectiveness of these partnerships is defined by their ability to meet the social goals of the partnership, and the strategic goals of the partners, while implementing with an efficient process (Selsky & Parker, 2005). Partnership effectiveness is extremely challenging to study because partnerships are constantly changing and evolving; there are no control groups, and there are not consistent measurements and indicators (Kolk et al., 2010). Moreover, the diversity of types of partnerships makes it challenging for a study to generalize outcome findings to other types of partnerships. Depending on the goals of the partnership and the partners there will be different outcomes. Despite these challenges, research needs to find a way to assess outcomes and understand their means, so that the implications of the partnership society can be better understood (Koontz & Thomas, 2006).

There are several potential outcomes from social partnerships. Broadly there are three main categories, (1) outcomes for the beneficiary of the partnership (Gray & Stites, 2013), (2) outcomes of the process (Pinto & Prescott, 1990), and (3) outcomes for the partners (Bryson & Bromiley, 1993). In the case of community sustainability plan implementation, beneficiary outcomes are experienced by the community. Clarke and Fuller (2010) refer to these as plan outcomes, defined as the meeting of certain objectives and goals set the plan. Examples of plan outcome include reductions in community-wide carbon emissions and improved water quality. Process outcomes emerge during

implementation, and can include collective learning, innovative solutions for successful implementation, and strategic budget management (Steijn et al., 2011; Waddell & Brown, 1997). Finally, partner outcomes are defined as the results experienced by the partners themselves (Bamberger, 1991). Examples of positive partner outcomes are improved reputation (Huxham, Hibbert, & Hearne, 2008), cost savings (Clemens, 2006), and increased knowledge (Hardy et al., 2003).

Concerned with the organizational level of analysis, most work on partner outcomes resides in the management literature. Positive partner outcomes, commonly researched from a strategic management perspective are conceptualized as resources. Researchers who examine the strategic attributes of partner resources frequently use resource-oriented theories, such as resource dependency, relational view or resource-based view (Branzei & Le Ber, 2014). These theories assume that positive outcomes translate into resources with strategic benefits for partners and that partners are motivated by their own interests (Selsky & Parker, 2005). Research that has used resource-oriented theories to examine partner outcomes has primarily studied partnerships with two or three partners (see Austin, 2000; den Hond et al., 2012; Waddock, 1988).

In contrast, research that has studied the policy implications of partnerships in the public policy literature often examines multi-stakeholder partnerships (see Bäckstrand, 2006; Kihl et al., 2014; Ruhli et al., 2015). The focus of this research has not been on partner outcomes, because the analysis resides at the community or societal levels (Hibbert et al., 2008). Given that the point of multi-stakeholder partnerships is typically to fill an institutional void, these partnerships are less directly related to the core activity of partners than dyadic configurations (Kolk et al., 2008). Understanding how the by-

products of these partnerships benefit partners is critical to motivating partner engagement that ultimately builds the capacity of the partnership (Worthington et al., 2003). This study addresses this gap by taking a resource-oriented perspective of partner outcomes from multi-stakeholder partnerships that implement community sustainability plans.

5.2.2 A Resource-based View of Partner Outcomes

This research applies resource-based view because it provides a classification system of resources into capital that organizes partner outcomes and conceptualizes outcomes in a hierarchy of strategic value. RBV theory posits that a firm is made up of a mix of tangible and intangible resources also called physical/financial, human, and organizational capital (Prahalad & Hamel, 1990; Wernerfelt, 1984). The VRIO Framework explains that competitive advantage is possible when organizations have a mix of valuable, rare and costly to imitate resources that they organize to capture value (Barney, 1991). In general, intangible resources are more likely to have the attributes identified in the VRIO Framework (Hart, 1995). This is because intangible resources are more likely to be the result of social complexity or causal ambiguity than tangible resources (Das & Teng, 2000). Socially complex resources are the result of relationship that are costly or challenging for others to replicate (Barney, 1991). Causally ambiguous resources result from situations or processes that are not easily replicated by others (Hart, 1995). Thus interconnected relationships and complex processes embedded in partnerships yield important intangible resources that contribute value to the organization (Arya & Lin, 2007).

Understanding what constitutes a resource in RBV has and continues to evolve.

Early versions of RBV identified two categories of resources: physical and human capital. A firm's physical capital consists of tangible assets such as facilities, equipment, land, natural resources, and raw materials (Penrose, 1959). A firm's human capital was initially defined as the readily available skills of staff (Penrose, 1959). Later versions of RBV include organizational capital and expanded definitions for human and physical capital. Barney (1995) identifies four categories of resources in RBV: physical (or geographic) capital such as technology, equipment or the location of the firm; financial capital such as equity or retained earnings; human capital such as intelligence and training; and organizational capital such as formal reporting systems and/or benefits of relationships within the firm and between a firm and those in its environment, such as reputation and co-creation a of value. Others have grouped physical and financial capital together as both are tangible resources that create a temporary advantage for organizations (Hart, 1995).

Extensions of RBV recognize the potential to gain resources through network structures (Arya & Lin, 2007), firm-to-firm alliances (Lavie, 2006), and social partnerships (Lin, 2012; Lin & Darnall, 2014). For instance, Lavie (2006) summarizes a number of important resources found by alliance scholars, such as reputational benefits, sales growth, and higher instances of innovation. Other notable resource contributions from the RBV/partnership literature include risk-sharing (Eisenhardt & Schoonhoven, 1996) and access to new markets (Austin & Seitanidi, 2012a; Lavie, 2006). Furthermore, Lin (2012) argues that firms partnering outside of their sector (i.e., with public or not-for-profit sectors) gain access to a greater variety of idiosyncratic resources, granting them a stronger competitive advantage. While the RBV literature has only recently begun

considering resources gained through cross-sector partnerships/alliances, the social partnerships literature has studied ‘partner outcomes’ for some time. By bringing the literature together, this chapter extends research that takes a RBV of social partnerships by using the RBV physical/financial, human, and organization classification system to identify additional outcomes from social partnerships that promise strategic value for partners.

Notable partner outcomes found in the social partnership literature not acknowledged by partnership RBV researchers as resources, include joint learning (Bryson et al., 2006), co-creation of value (Austin & Seitanidi, 2012b), employee retention and attraction (Austin, 2000), and social partnership goals met (Clarke & Fuller, 2010). Each of these outcomes has the potential to create value for organizations. Joint learning is new knowledge generated during the partnership (Dorado, Giles, & Welch, 2009). This type of learning is accomplished together by the partners (Huxham & Hibbert, 2004). For example, such learning might include new knowledge about the partnerships’ social issue, processes and relationship management (Muñoz-Erickson et al., 2010). Co-creation of value is similar to joint-learning in that it is not the value that each partner offers separately, but the value created by the partners working together; in other words, the whole is greater than the sum of its parts (Austin & Seitanidi, 2012b). Progress made on the partnership goals refers to the value created when the social or environmental goals of the partnership have progressed (Muñoz-Erickson et al., 2010). Progress made on social goals can create significant value for organizations that have social aims, such as organizations in the public and not-for-profit sectors (Darnall & Carmin, 2005; Koontz & Thomas, 2012), social enterprises, or companies pursuing

shared value (Brugmann & Prahalad, 2007; Porter & Kramer, 2012). Table 9 below merges the social partnership and partnership literature that uses RBV by demonstrating their areas of convergence and divergence with sample references.

Table 9: Partner outcomes from the social partnership and RBV partnership literatures

Capital Type	Partner Outcomes	Social Partnership Literature	RBV Literature
Physical/financial Capital	Cost savings/improved efficiency	(Clemens, 2006; Rotheroe, Keenlyside, & Coates, 2003; Steijn et al., 2011)	(Lavie, 2006)
Organizational Capital	Innovation	(Hardy et al., 2003; Steijn et al., 2011)	(Lavie, 2006)
	Built relationships/social capital	(Gray, 1989; 2000; den Hond et al., 2012; Muñoz-Erickson et al., 2010)	(Gulati, 1999)
	Built trust, reputation and legitimacy	(Austin & Seitanidi, 2012b; Huxham et al., 2008; Muñoz-Erickson et al., 2010)	(Arya & Lin, 2007; Eisenhardt & Schoonhoven, 1996; Lavie, 2006; Lin & Darnall, 2014; Rehbein & Schuler, 2013)
	Made progress towards goals of the partnerships (i.e., the benefactor of the partnership benefits)	(Muñoz-Erickson et al., 2010)	
	Co-creation of value	(Austin & Seitanidi, 2012b)	
	Gained access to new markets		(Arya & Lin, 2007)
	Gained access to new resources	(Hardy et al., 2003)	(Arya and Lin, 2007; Lin, 2012a)
	Gained access to new marketing opportunities	(Austin & Seitanidi, 2012b; Yaziji & Doh, 2009)	(Arya & Lin, 2007)
	Power redistribution / influence	(Gray, 2000; Hardy et al., 2003)	
	Risk-sharing	(Gray & Stites, 2013)	(Eisenhardt & Schoonhoven, 1996; Lin & Darnall, 2014)
	Organizational Processes	(Austin & Seitanidi, 2012b; Seitanidi, 2010; Waddock, 1988)	(Lavie, 2006)
Human Capital	Gained knowledge and training	(Austin & Seitanidi, 2012b; Bryson & Bromiley, 1993; Hardy et al., 2003; Selsky & Parker, 2005)	(Arya & Lin, 2007)
	Social/joint learning	(Bryson et al., 2006; Innes & Booher, 1999; Muñoz-Erickson et al., 2010)	
	Employee attraction and retention	(Austin, 2000; Austin & Seitanidi, 2012b; Gray & Stites, 2013)	

In summary, the social partnership literature provides a comprehensive representation of outcomes for partners. It expands RBV partnership scholars' perception of what resources are valuable to partners in social partnerships. As mentioned earlier, to date, the focus of research on partner outcomes has been on small partnerships (Austin, 2000; Berger et al., 2004; Lin, 2012; Rivera-Santos & Rufín, 2010; Seitanidi & Crane, 2009; Selsky & Parker, 2010; Yaziji, 2004). However, there is recent evidence to suggest a steady increase in multi-stakeholder partnerships (Gray & Stites, 2013). This represents an opportunity to make a theoretical contribution to the social partnership literature by examining partner outcomes of multi-stakeholder partnerships. It also represents an empirical contribution to social partnership literature that uses RBV by identifying resources gained through multi-stakeholder partnerships.

5.3 Methodology

This study used both a qualitative and quantitative research design (Patton, 2002). For Part I, the data were collected by interviewing partner organizations involved in four best practice cases in Canada and for Part II¹⁶, data were collected by surveying partners in 15 other communities. The study received ethics approval prior to commencement. Part I collected information about the types of resources partners can gain and Part II tested the value of those resources to partners. Both are important because without knowing what resources partners value from multi-stakeholder partnerships it is not possible to determine the value proposition for partners and thus the area of focus for the partnerships decision makers and facilitators.

¹⁶ Part II data relates to the methods detailed in Chapter 4 of this dissertation.

5.3.1 Part I – Choosing Research Sites

We used five criteria to select the appropriate case study sites (Yin, 2003). The criteria used were the following: 1) the community had a *collaborative* community sustainability plan which involved a multiple stakeholders as partners (over 10 partners); 2) the plan was considered *successful* as indicated by winning an international or national award (i.e., the Federation of Canadian Municipalities / CH2M HILL Sustainable Community Award in Planning, the Dubai International Award for Best Practices, or the International Sustainable Urban Systems Design award); 3) the four different archetypal structures for *large* social partnerships were represented by the cases; 3) the plan was adopted long enough ago for there to be a history of implementation (in other words, it was adopted in, or before 2005); 4) progress on the collaborative strategic plan outcomes had been documented (as indicated by at least two implementation reports); and 5) sufficient information regarding the partnership and partners existed and was accessible in Canada. The resulting cases that fit these criteria are *Whistler 2020*, *Montreal's Community Sustainable Development Plan*, *Hamilton's Vision 2020*, and *Greater Vancouver's cities^{PLUS}*.

5.3.2 Part I – Introduction to the Four Case Sites

Whistler2020 – The plan was adopted in 2004. Involved in the Whistler2020 partnership were its secretariat, which is based in the Whistler Centre for Sustainability, and its over 100 partner organizations. Partners were involved as Board members, Task Force members, and Implementing Organizations.

Montreal Community Sustainable Development Plan 2010-2015 – This plan has evolved from its first plan, Montreal's First Strategic Plan for Sustainable Development,

which was adopted in 2005. The secretariat for the partnership was provided by the City of Montreal. Over 200 organizations were involved as Partners and helped with formulation and implementation.

Hamilton's Vision 2020 – This plan is the oldest sustainable community plan in Canada; it was first adopted in 1992. The secretariat was provided by the City of Hamilton. Hundreds of organizations were involved in the formulation and in each of the two renewal processes. Partners were also involved in multi-stakeholder committees and entities that were established to help implement the Vision, such as Clean Air Hamilton.

Greater Vancouver's cities^{PLUS} – This plan was created in 2003. Hundreds of organizations were involved in its formulation, which was coordinated and funded by a partnership of 17 key private, public and civil society organizations. The plan was intended to be implemented by the partner organizations.

5.3.3 Part I – Data Collection for In-Depth Cases

Based on an initial interview with the person responsible for the plan, and information in the documentation, an initial list of key organizations and potential interviewees was compiled for each case (Marshall, 1996); these lists snowballed to include additional interviewees (Patton, 2002). An invitation email was used, or introductions provided by a previous interviewee (Patton, 2002). Semi-structured interviews were conducted in English or French with key informants (Marshall, 1996) ensuring coverage of the formulation and implementation over time. Interviewees included people representing partner organizations; they were drawn from a range of organizational types (such as large businesses, small businesses, business associations, NGOs, municipal departments, universities, etc.). Interviews were conducted in person where feasible, or by phone if

not. There were 16 interviewees for Whistler, 14 for Montreal, 5 for Hamilton, and 12 for Greater Vancouver interviewees, who commented on partner outcomes, for a total of 47 interviews.

5.3.4 Part I – Analysis

All interviews were recorded, transcribed and then inductively coded (Patton, 2002; Thomas, 2006). Relevant comments were compiled separately for each case based on organizational type (Thomas, 2006). These comments were then reduced to one bullet per comment, capturing the essence (and language) of the comment (Thomas, 2006). If the same interviewee made the same comment multiple times, then the comment was only noted once. These reduced comments were then aggregated across organizational types and cases, and clustered into categories (Thomas, 2006). Reduction continued until the minimum number of distinct categories were made (Thomas, 2006), resulting in 10 categories that best captured the range of ‘resource gained’ partner outcomes.

From the coded interview transcripts, quotations were selected to provide a richer understanding of the different categories. The interviewee was contacted to confirm the use of the quotation, the exact wording, and that he/she granted permission for the quotation to be attributed to him/her in subsequent publications or presentations. The interviewee was also given the option to grant permission for the use of the quotation, while maintaining anonymity to his/her organization and/or personal identity. All quotations that appear in this chapter were validated in this way.

5.3.5 Part II – Online Survey

The online survey was informed by the results of Part I. The question asked in the survey was based on nine resources identified in Part I. To adapt the findings from Part I to a

survey format each resource was described using 1 or 2 words (Krosnick & Presser, 2010). See Table 10 for the translation from resource gained in Part I to survey terminology in Part II. The survey question asked respondents to rate the value of nine partner outcomes to their organization on a 5 point Likert scale, where 1=no value and 5=very valuable. Simple descriptive statistics of the mean and standard deviation are presented in this chapter.

Table 10: Resource gained from case study language to survey terminology

Language Used by Interviewees in Part I	Survey Terminology in Part II
Increased capacity due to new engagement mechanisms / Built relationships	Networking
Improved reputation	Reputation
Gained knowledge	Learning
Built relationships and social capital	Positive relationships with the community
Gained influence	Legitimacy
Increased impact on community sustainability / Added new external processes, programs and/or entities	Community sustainability
Increased impact on community sustainability / Added new internal processes, programs and/or entities	Organization's sustainability
Accessed marketing opportunities	Marketing opportunities
Cost savings / Accessed new business opportunities	Financial performance

5.3.6 Part II – Survey Data Collection and Analysis

The method of survey delivery to the participants was through an online platform (Couper, 2000), using a software program called FluidSurvey. The survey was offered in French and English and was administered with support from ICLEI - Local Governments for Sustainability (ICLEI Canada). ICLEI Canada sent an email to their contacts in local

governments who are the secretariats for partnerships implementing community sustainability plans. There is limited publicly available information about partners so this study relied on municipal staff to forward the survey to their partners. Using this method, three hundred and twenty-eight partners from 15 Canadian communities were contacted. A total of 53 respondents returned the survey (16.2%) of which 11 were incomplete leaving 42 usable surveys (12.8%) for analysis.

5.4 Results

5.4.1 Part I Results – Partner Capital/ Gained Resources

Partner capital is obtained by individual partner organizations as a consequence of participating in the partnership. Interviewees were directly asked about the benefits of their organizations’ involvement in the partnership. In addition, some made relevant comments at other points in the interview and these were captured as well.

5.4.2 Clustering of Partner Outcomes

Subsequent clustering of partner outcomes across the four cases resulted in 10 categories. These are categorized as physical/financial, organizational, and human capital, providing a RBV perspective. Table 11 summarizes the comments and organizes them into the three RBV categories.

Table 11: A RBV of gained resources from partner engagement

Capital Type	Resources Gained	Related Comments
Physical/ Financial capital	Cost savings/ improved efficiency	Strengthened business case; saved money from sustainability initiatives; etc.

Organizational capital	Built relationships and social capital	Networked; built community; built new relationships; improved relationships; brought community together; created networking/collaboration culture; increased sense of community; increased community cohesion and collaborative effort; increased community sustainability understanding and brand; allowed for integration into community; increased networking and communication; encouraged good corporate citizens; created opportunity for transparency and trust building; considered culture; etc.
	Improved reputation	Increased respect; increased visibility; increased recognition; increased awards; increased reputation and brand; improved image; legitimated current work; increased legitimacy due to involvement; positioned city as a leader; positioned organization as a leader; etc.
	Gained influence	Opportunity to help make process more efficient; increased influence; stronger voice; provided feedback on community needs; increased opportunity to influence others; political strength to issues; engaged political level; gave and gained credibility; provided input; contributed; gained support; etc.
	Accessed marketing opportunities	Created sponsorship opportunities; created publicity; aligned company with values for customers; provided visibility; created a 'sales tool' for the city; etc.
	Accessed business opportunities	Increased program funding; provided a growth opportunity; led to additional business opportunities; created opportunities to co-fund useful research; increased funding opportunities; increased likelihood of funding; attracted new funding; provided chance to enhance services; etc.
	Increased capacity due to new engagement mechanism	Engaged stakeholders; platform for communication and information sharing; engaged community; facilitated networking, increased ability to serve members; improved information sharing mechanism; created network; enabled new partners and change in partners over time; provided mechanism view for partner/community engagement; provided framework for community discussions; avoided friction and enabled all to be involved; etc.

	Added new internal and external processes, programs and/or entities	Built capacity; stimulated new departmental structure; created new programs; created new joint initiatives and collaborations; added reporting; created new decision making processes; influenced organizational policy and plans; aligned projects; improved process; expedited new partnerships and projects; created new initiatives; built capacity; created new entity; prompted new tracking/ monitoring; adjusted actions; created new staff team; incorporated into goals and mandate; required restructuring; new events; improved internal cooperation; aligned funding disbursements; new tools; etc.
	Increased impact on community sustainability	Influenced change; furthered organizational goals; achieved mutual sustainability goals; increased pressure to implement action items and research possibilities; increased economic viability of region and other community benefits; furthered membership's needs; enabled employees to leverage internal implementation and sector actions; increased progress on sustainability goals/topics; increased efficiency in achieving goals; enabled critical mass needed for impact; etc.
Human capital	Gained knowledge	Communicated; shared information; obtained new ideas; changed perspectives; built awareness; provided a vision and collaborative agenda; increased employee satisfaction; increased learning; increased awareness; culture shift; transformed thinking; promoted bigger picture thinking; increased creativity; provided terminology; increased knowledge; stimulated ideas; provided access to external expertise; etc.

5.4.3 Part II Results – Online Survey

As mentioned above the survey data is designed to complement the data from the in-depth cases. Its purpose is to build on what was learned from the cases by examining what resources from the ones found in the cases provide the most values to partners. With this information it is easier to determine the value proposition as perceived by the partners in the partnerships studied. Table 12 shows the results of the online survey by

resource. Indicating that partners rated networking, reputation, learning, and positive relationships with the community as the most valuable outcomes from their involvement in multi-stakeholder partnerships.

Table 12: Outcomes partners value

Resources	Mean	SD
Networking	4.29	0.97
Reputation	4.26	1.13
Learning	4.26	0.86
Positive relationships with the community	4.24	1.01
Legitimacy	4.24	1.06
Community sustainability	4.19	0.92
Organization’s sustainability	4.02	1.07
Marketing opportunities	3.57	1.20
Financial performance	3.52	1.35

5.5 Results – Resource-Based View of Partner Outcomes

This section based on partner perceptions shows the results of this study by providing richer detail about the partner outcomes (resources gained) found.

5.5.1 Physical/Financial Capital

Cost savings / improved efficiency from sustainability incentives. Savings from internal sustainability initiatives were mentioned in three interviews. Most of the savings discussed were from internal environmental initiatives where organizations reduced energy, waste and/or water. For example, Arthur Dejong, the Mountain Planning and Environmental Resource Manager at WhistlerBlackcomb estimated a savings of roughly \$800,000 annually from water and energy conservation initiatives. The cost savings

initiatives were conducted as part of implementing Whistler2020. This category was listed as “financial opportunities” on the survey and was identified as the least valued resource by the partners surveyed.

5.5.2 Organizational Capital

Built relationships and social capital. Partners become part of the common effort and thus indicate gains of social capital through helping to achieve the community sustainability goals. Also, they are more networked with new and stronger local relationships. Interviewees identified this theme as one that gave their organization a sense that it was contributing to something larger than itself. Interviewees described the process as bringing them closer to their community through building relationships and as a unifying agent that brought the larger community together by providing the community with goals to collectively work toward.

The interviewee from the NGO Green Venture expressed an appreciation for Hamilton’s Vision 2020 and explained how the strategy provided the community with an over-arching initiative rather than the community having several small inconsistent small initiatives. An interviewee from WhistlerBlackcomb described Whistler2020 as a tool for bringing the community together, thus providing customers with a holistic Whistler experience, saying,

[Whistler2020] brings us together as a resort. As well, it’s not just environmental initiatives. Our guests come into the Valley, they don’t differentiate between how a municipal employee treats them and a WhistlerBlackcomb employee. They look at the overall Whistler experiences, the cumulative effect, and the more that we are around the table expressing our values, driving our values, partnering on them. Understanding each other just makes us stronger as a resort.

The interviewee from WhistlerBlackcomb also describes the difference between the Resort Municipality of Whistler and other resort communities around the world, explaining,

.... When I go to other ski areas in the world - and it's probably not as polarized as it has been in the past - but I saw a lot of polarization between the community, the ski operation, and local governments. In Whistler that doesn't exist. We are partnered versus polarized on our sustainability strategies; and in large part we have Whistler2020 to thank for that.

The interviewee from the City of Montreal reflected on the benefits of organizations interacting with other organizations, with which they were not accustomed to working. The result, as explained by the City of Montreal participant, was partner organizations forming close networks that are further established through activities such as luncheons and award galas. The City of Hamilton study participant also described Vision 2020 as a tool that created a culture of collaboration within the community, which has enabled the community to work collectively on finding solutions for shared problems.

As an example, the NGO AQPERE finds the benefit of being involved in Montreal's partnership is the networking; as Pierre Fardeau, the Director of AQPERE said, (English translation; the original French version is in endnote¹) *"It is a great advantage to have representatives from environmental groups, ministries, businesses, etc., meeting with each other in order to share information on their sustainable development initiatives."*¹⁷

In Greater Vancouver, the building of relationships was also mentioned. Esther Speck, now the Director of Sustainability and Community at Mountain Equipment Coop,

¹⁷ Translation of: *"C'est une grande force d'avoir des représentants des groupes environnementaux, des ministères, des affaires, etc. qui se rencontrent dans la perspective de partager des informations sur leurs actions en développement durable."*

commented about the cities^{PLUS} process that “*people built relationships unlike anything I’ve ever been involved in the region. It was an opportunity for people at different levels to connect and spend time and in a room with others. These connection are important as a means of creating and implementing ideas...*” Nola-Kate Seymoar, then President and CEO of the International Centre for Sustainable Cities, explained that the cities^{PLUS} breakfast meetings were very successful: “*They could be as big as 300 people at 7:30 am in rainy January weather – which gives an idea of how interesting and stimulating they were, and how much people in sustainability wanted to talk to each other*”. This category was listed as “positive relationships with the community” on the survey and was identified as the fourth most valued resource by the partners surveyed.

Improved Reputation. Improved reputation was achieved through increased respect, recognition, legitimacy and image, which was generated from involvement in the partnership. Some interviewees talked about their involvement improving their reputation in their corresponding city. For instance, an interviewee from McGill University talked about how its involvement improved McGill’s reputation with the francophone community in Montreal, making the relationship more open and amicable. Others found that their organization’s reputation had improved beyond the community.

The City of Hamilton interviewees talked about Vision 2020 as a facilitator for improving the city’s reputation with its citizens. One City of Hamilton interviewee had this to say about Vision 2020’s role in reshaping the internal image of Hamilton: “*[Vision 2020 was integral] to the improvement of the image of Hamilton as a more sustainable city or a greener city, or something other than a steel city*”. This category was listed as “reputation” on the survey and was identified

as the second most valued resource by the partners surveyed.

Gained Influence. Through their involvement in the plan formulation and implementation, organizations believe that they have increased their influence. Bruce Sampson, the former VP Sustainability, and former head of strategic planning at BC Hydro, commented about cities^{PLUS}: “*Winning the best 100-year plan gave Vancouver more credibility and the people involved in it more credibility for moving things forward*”.

As another example that has to do with increasing an organization’s influence, in Whistler, Greg McDonnell, Executive Director of Community Service Society explained how they marketed their core social sustainability values through Whistler 2020.

It’s our opportunity to help convince. Everyone is really concerned about the economy, but our agency is concerned about social sustainability. It allowed us to get together with economists and environmentalists, become a partner, and it gave us the opportunity to raise our collective voice about social capital of our community.

Montreal’s Eco-Quartier NDG spoke about their organization’s involvement in the partnership as providing credibility to their organizational influence, explaining,

.....advantages are certainly the partnerships, also the fact that you are signed on gives you some credibility that you’re an organization that really values [sustainability] and that the City of Montreal can refer back and say oh yes, great they are a partner in the Eco-Quartier they are also a partner in the plan so it’s reinforcing that, we’re definitely implicated.

The study participant from Green Venture spoke to a similar experience, but discussed the tactic of referencing Hamilton’s Vision 2020 as a strategy for demonstrating their organization’s influence. Frédéric Dumais, a Senior Analyst with the Chamber of Commerce in Montreal gave a specific example of increased influence (English

translation, original French version in endnoteⁱⁱ), “*I am convinced of the fact that in taking part in the Plan, this has allowed us to speak more on sustainable urban development for the city, and not solely of urban development.*”¹⁸ This category was listed as “legitimacy” on the survey and was identified as the fourth most valued resource by the partners surveyed.

Accessed Marketing Opportunities. Partners believe that the partnership has helped to increase visibility, create sponsorship opportunities, and gain publicity. While mostly this was about marketing for-profit companies and their products, it was also relevant for not-for-profit organizations and public entities to market their programs. For example, the interviewee from the City of Hamilton discussed the advantages of using the sustainable city premise as a sales tool, from an economic development perspective, to attract talent and business investment. This category was listed as “marketing opportunities” on the survey and was rated as having low value for the partners surveyed.

Accessed Business Opportunities. Partners indicated that they increased program funding, and were provided a growth of opportunities. One example of involvement in the partnership leading to business opportunities is the WhistlerCooks Vancouver Olympics story. WhistlerCooks, a small catering company, won a number of catering contracts over many larger catering companies for the Vancouver Olympics. Other catering companies were maintaining the position that the sustainable practices requested by Vancouver Olympics’ organizers were impossible to meet; meanwhile, WhistlerCooks was already engaging in the same sustainability practices, thus winning the small catering

¹⁸ Translation of: “*Je suis convaincu que le fait de prendre part au Plan nous a permis de parler davantage de l’importance du développement urbain durable pour la métropole, et non pas que de développement urbain.*”

company several of the contracts. The interviewee from WhistlerCooks had this to say about their experience leading up to the Vancouver Olympics:

I really believe that a large part of the business that was awarded to us, which is a career contract for us, was because they saw that we were a [Whistler2020] partner. They [the Olympics Committee] signed a mission statement of this is what we are going to produce for a product; and we are going to try to find companies that are going to play ball with us the whole way. And a lot of industries didn't want to do it; they just wanted to fight them, and catering was one of them. We were just this little company that kept managing to win.

Wastech Services Ltd., a funding partner of the cities^{PLUS} process in Greater Vancouver, is a private waste transfer, and disposal company. Russ Black, General Manager at Wastech Services Ltd., explained that the President of the parent company - Belkorp Environmental Services Inc. - was engaged in cities^{PLUS} activities to “*look to the future for what opportunities may result from new policies that promote waste reduction and the eventual elimination of disposal to either landfills or incinerators*”.

While this theme was commented upon by the for-profit companies, there are other examples too. For example, Sustainable Concordia was able to access new funding opportunities as a result of being involved in Montreal's partnership. For the Santé Publique, a government department, being involved in the Montreal partnership allowed it to expand its programming. This item was grouped with “Financial Performance” on the survey.

Increased Capacity due to New Engagement Mechanism. Partners discussed the partnership as providing a new means by which to engage with community stakeholders, a process that is led by the partnership and not by the partner organization. For example, for Victoria Smith, Manager of the Aboriginal & Sustainable Communities Sector at BC

Hydro, being involved in Whistler2020 is a great opportunity. BC Hydro, a provincial crown corporation that generates and distributes electricity, has taken the lead as an Implementing Organization on some actions. She explained,

The process allows BC Hydro to be at the table with regional leaders and to help influence thinking regarding conservation of energy. It also gives BC Hydro a heads up on plans going forward so we can work together on energy efficiency of design for new developments and manage load requirements effectively.

Also in Whistler, WhistlerBlackcomb (WB) – a year round resort and former IntraWest company – attributes the success of WB’s micro-hydro project to the support the company received because of the legitimacy that comes with being a partner in Whistler2020; the interviewee had this to say about the project:

I was able to get at the grassroots level clarity, acceptance, support, and drive for this renewable energy project, which up and down the highway here was being contested in other communities. So I find great value in Whistler2020 in that I can get into a room with community influencers to have an objective debate and assessment, and get results; at times get significant results. Because once the committee said ‘damn it, do it’ the politicians have to follow suit, and I had support for it. Whistler2020 can put a lot of objectivity into our drive for sustainability.

In Montreal, the City of Montreal organizes award galas to maintain partner engagement in the Montreal Sustainable Development Plan. An interviewee from the City of Montreal’s Sustainable Development Division had this to say about engaging partners:

The City’s environmental staff is now interacting with a number of organizations with whom they were not accustomed to working with. All the partners now form a close network, and we organize a number of regular activities, such as luncheons and an award gala.

For an NGO such as the Community Services Society, which has nine full-time and 12 part-time staff and a mandate that largely overlaps with that of Whistler2020, being involved as a Whistler2020 Task Force member helped it to realize its mandate.

Greg McDonnell, Executive Director of Community Service Society, had this to say:

... helped us build our capacity ... it has given us ears and eyes and gave us some feedback on community needs, not only internal decisions on what needs are, but community-based feedback on what the social service needs are. One of our most important and successful programs is a result of a Task Force. The community garden, located in a sub-division where members can access a plot 4' by 8', is our busiest program with 72 plots, 350 local people, and a wait list of 80 more.

In Hamilton, the engagement mechanism happens during the Vision 2020 renewal cycles. An interviewee from the City of Hamilton has this to say about the process:

“...we wouldn't be able to do a lot of things that we do without partnerships. I think Vision 2020 has been important in creating experience with collaboration and the culture of collaboration.”

This category was listed as “networking” on the survey and was identified as the most valued resource for the partners surveyed. *Added New Internal and External Processes, Programs and/or Entities.* As a result of being in the partnership, partners refocused existing internal resources on building new programs, processes and/or external entities, thus enabling increased organizational capital in sustainability.

Numerous interviewees discussed new initiatives, processes, partnerships, products, etc. that resulted from their participation in the partnership. An example of the formation of a new entity occurred through Whistler2020 where a new NGO – the Whistler Centre for Sustainability – was formed from the desire to create a secretariat for the plan and a consulting body for other communities to engage. Another example exists in Hamilton

where Vision 2020 was the catalyst that resulted in the formation of Clean Air Hamilton, a multi-stakeholder group focused on air quality in Hamilton.

An example of new internal processes was identified in Greater Vancouver where the Sheltair Group changed its approach as a result of being a leading partner in their partnership; Lourette Swanepoel explained that “*cities^{PLUS} has helped shape our company’s approach to sustainability planning and the services we offer to help other communities and regions on their path to sustainability*”. In Montreal partners are asked to focus on forming internal sustainability programs or processes and report on them to show how their internal initiatives have contributed to the overarching goals of the partnership. For instance, the interviewee from McGill says “*what happens is when you do commit to your actions, you need to confirm and report to the city ever year*”.

Whistler2020 has 15-17 task forces made up of 200 partners and managed by the Whistler Centre for Sustainability. The interviewee from the Whistler Centre for Sustainability explained,

Between 15-17 task forces, with around 200 members on them would meet annual, and they would action plan so they would receive a current reality update with respect to their strategy area, and they would evaluate that against their descriptions of success, and then they would action plan on how to get there. Essentially those meetings would be daylong meetings.

Increased Impact on Community Sustainability. Partners furthered organizational sustainability goals, furthered mutual sustainability goals, and generally succeeded in improving sustainability in their region on a range of topics such as climate change, transportation, energy, waste, housing, food security, etc. Through being involved in the partnerships, they were able to leverage more action by their own organization and

contribute to a critical mass of actions community-wide. Also, all four cases were documenting their community-wide sustainability progress through indicator reports.

The City of Montreal conducted a survey in 2009 where partners were asked whether participating in the sustainable development plan helped them further their sustainability goals and the majority answered that it had. The City of Montreal's study participant explained that involvement in the partnership in some cases provided employees with enough credibility to push their administration towards engaging in more sustainable practices.

When David Bodner, Director, Community, Aboriginal & Government Relations at Terasen Gas was asked about the implementation of Greater Vancouver's cities^{PLUS}, he responded,

If you wish to consider the outcomes of cities^{PLUS}, you might look at the QUEST (Quality Integrated Energy Systems for Tomorrow) initiative that the CGA and Terasen are aggressively moving towards – the concept of integrated energy systems that sees us expanding our gas distribution network to include geo and solar thermal, and harvesting sources of biogas and delivering it into the pipe system ...

The CGA is the Canadian Gas Association. This is just one example of a concrete change that has resulted from one of these plans being implemented. There are thousands of more examples. This category was listed as “community sustainability” on the survey and was identified as having medium value for the partners surveyed.

5.5.3 Human Capital

Gained Knowledge. Partner representatives reflected that the partnership helped them to share information, learn, obtain new ideas, change perspectives, built awareness, shift their culture, etc. All four partnerships used workshops and networking events as a mechanism to inform and teach partner organizations about sustainability. For the

Montreal Metropolitan Chamber of Commerce, one of the outcomes of being involved in Montreal's partnership was that it allowed that organization to raise awareness on sustainability with its core staff and its members, and also to understand the larger regional initiative.

As an example of learning about how to take action, Astrid Cameron Kent, who owns a small business and volunteers her time for the Whistler2020 Food Task Force, commented on the value of the task forces. *“It has really been an incredible journey. Some, like me ..., enthusiastic, keen, and committed – Whistler2020 gave me a platform to go and be a part of, and meet people ... It's clearly focused my commitment into action ...”*

The interviewee representing Clean Air Hamilton, a multi-stakeholder group created to support Hamilton's Vision 2020 on air quality issues, had this to say about the long-term effects that the implementation of Hamilton's Vision 2020 has had on the community: *“... now people's points of views have really changed ... now people are more proactive towards sustainability that never used to talk about it”*.

An interviewee representing McGill University discussed the benefits of the sustainable development training sessions offered for partner organizations as both learning and networking opportunities. The interviewee from the City of Montreal discussed the Montreal training sessions as allowing for a synergistic horizontal exchange of information between partners. And, the study participant from the Whistler Centre for Sustainability described the partner organizations' appetite to learn more about sustainable development practices as they continue their involvement.

For Wayne Kratz, a business owner of restaurants and coffee shops who was a member of both the Whistler2020 Water Task Force and the Food Task Force, *“awareness is the biggest part of it. Sharing of other people’s perspectives helps me make my own decisions. And besides decision making, it is a great way to gather information from other business people involved in the community.”*

Other organizations discussed the ability of the partnership to help community actors better understand each other, thus avoiding initiative overlap and unnecessary resource drain. In Montreal, the interviewee from the Eco-Quartier NDG had this to say:

...you definitely get to see who the partners are and you get to realize how close your links are because there are some organizations that you may have known that they do x, but you don’t realize that they do x, y, and z. And, so by seeing them as a member of the plan it gives you the opportunity to go forward and say we’re working on this project, can you let me know what project you’re working on? Are there particular steps that you are taking that we might not necessarily be taking? Or, is there a better way that we could collaborate together on a project?

This category was listed as “learning” on the survey and was identified as the third most valued resource for the partners surveyed.

5.6 Discussion

5.6.1 Multi-Stakeholder Partnerships: Partner Resources Gained

This study focused on resources gained by partners of multi-stakeholder partnerships, an area that has received minimal attention because studies on partner outcomes have focused on small social partnerships. Implementing a community sustainability plan is a long term process that requires the ongoing engagement of partners (Rok & Kuhn, 2012). When it comes to local sustainable development, partners are an essential element of the implementation process both from a resources and buy-in perspective (Rok & Kuhn,

2012). The successful implementation of the plan requires a better understanding of how partners can benefit and why they remain involved. This study makes theoretical and empirical contributions to an area overlooked by social partnership researchers, but necessary for multi-stakeholder partnerships if they are to continue as a viable option for addressing social problems.

First, this study examined outcomes through a strategic lens by using the VRIO Framework to conceptualize the value of social partnership outcomes from a resource-based perspective. It compared partner outcomes in the social partnership and resource-based view literatures to find that several outcomes not recognized in the social partnership literature that uses RBV have strategic value. Second, the empirical findings indicate that partners perceive themselves to gain strategic physical/financial, human, and organizational resources from participating in multi-stakeholder partnerships. Table 13 summarizes the empirical findings about perceived resources gained in four multi-stakeholder partnerships, the literature about resources gained – both social partnerships (SP) literature and partnership literature that uses resource-based view (RBV), and a comparison of the two.

Table 13: Comparison of the empirical findings with the literature

Capitals	Resources Gained (empirical)	Resources Gained (literature)	Comments
Physical Capital	Cost savings/improved efficiency	Cost savings/improved efficiency (RBV ¹⁹ and SP)	Validates RBV and SP
Organizational Capital	Built relationships and social capital	Built relationships/ social capital (RBV and SP)	Validates RBV and SP

¹⁹ In this table RBV refers to the partnership literature that uses RBV.

	Improved reputation	Built trust, reputation and legitimacy (RBV and SP)	Validates RBV and SP
	Gained influence	Power redistribution / influence (SP)	Validates SP; new to RBV due to external orientation
	Accessed marketing opportunities	Accessed marketing opportunities (RBV and SP)	Validates RBV and SP
	Accessed business opportunities	Innovation (RBV and SP); Gained access to new markets (RBV); Gained access to new resources (RBV and SP)	Validates RBV and SP
	Increased capacity due to new engagement mechanism		New contribution as unique to large partnerships
	Added new internal and external processes, programs and/or entities	Risk-sharing (RBV and SP); Organizational Processes (RBV and SP)	Slightly different from the SP and RBV literature; new as large scale is unique to large partnerships
	Increased impact on community sustainability	Made progress towards goals of the partnerships (i.e., the benefactor of the partnership benefits); Co-creation of value (SP)	Validates SP; new to RBV due to social focus of partnership and external orientation
Human Capital	Gained knowledge	Gained knowledge and training (RBV and SP); Social/joint learning (SP)	Validates RBV and SP
		Employee attraction and retention (SP)	Not found; perhaps not relevant for large social partnerships

Physical/Financial Capital. This study found that some organizations reported cost savings or financial capital from implementing internal sustainability into their operations as part of their commitment to the partnership. One partner,

WhisterBlackcomb when discussing the micro-hydro project made possible by their involvement in Whistler2020, specifically mentioned cost saving due to new technology and equipment. Thus, while a multi-stakeholder partnerships can lead to some physical capital, these empirical findings indicate that physical resources gained are limited to cost savings and improved efficiency. Even then, it was only mentioned in three interviews in one case. Physical/financial capital was also rated lowest in the survey responses regarding outcomes that partners valued. The interview and survey results indicate that perhaps organizations participate in sustainability driven multi-stakeholder partnerships for reasons not directly linked to physical/financial capital gains.

Organizational Capital. The survey results indicate that resources in this category are most valued by partners. For instance, partners rated relationship building as the most important resource. Built relationships, improved reputation, and accessed marketing and business opportunities – resources found in this study – are socially complex and causally ambiguous thus making them valuable according to the VRIO Framework (Das & Teng, 2000). While the findings increased influence and impact on community sustainability have been discussed in the social partnerships literature for dyad social partnerships (Gray, 2000), they have not been recognized in the social partnership literature that uses RBV. These two resources have an external orientation specifically relevant to social partnerships. The findings, increased influence and community sustainability have been grouped in the organizational capital category because this chapter uses Barney's (1995) grouping of resources. However, these two resources propose the possibility of an additional category of resources relevant to social partnership researchers using RBV. Both are highly relevant for creating social change, a unique aspect of social partnerships

and a critical outcome expected by partners (Seitanidi et al., 2010). The organizational capital resources not discussed in this section are detailed in the implications for research section, as they are particular to multi-stakeholder partnerships and require a more in-depth discussion (Seitanidi et al., 2010).

Human Capital. Partnerships often result in training opportunities, and the lateral exchange of knowledge between organizations. Of the partner outcomes, perceptions of gained knowledge (or learning) had considerable attention in both the social partnerships and RBV literatures (Arya & Lin, 2007; Huxham & Hibbert, 2004). It was the most commented on outcome in all four cases, so it would appear that it deserves this attention. While the different attitudes of the interviewees who gained or shared knowledge were not specifically analyzed in this study, the comments suggest that this knowledge was not the same for all partners, but also depends on which issue is considered (Huxham et al., 2008). With this in mind, much of the new knowledge acquired and shared was sustainability related. The implications of this finding is that partners who are using sustainability tactics to achieve strategic ends may benefit most from the type of partnerships studied in this research.

5.6.2 Contributions to Literature: New Insights into Multi-Stakeholder Partnerships

The main contributions which are based on partner perceptions are made to the social partnership literature through three findings specific to multi-stakeholder partnerships: (1) partners increase capacity due to a new stakeholder engagement mechanism; (2) partners create new internal processes; and (3) the partnership develops new external processes, programs and/or entities.

First, the finding that the partnership may also be a stakeholder engagement mechanism for partners is unique to multi-stakeholder partnerships. New engagement mechanisms include task force working groups like the ones used to implement Whistler2020, award galas like the ones held in the City of Montreal to recognize and incentivize internal sustainability progress made by partners, and renewal processes like the ones organized in Hamilton to gain partner input and recommendations. The stakeholder engagement process is led by the partnership, not the partners. This dynamic creates neutral ground on which partners can engage, share information, and build authentic relationships with community stakeholders. Past research has found that firms that use sustainability tactics to gain a strategic advantage are most successful when they engage with stakeholders (Rodriguez-Melo & Mansouri, 2011). Organizations that engage with stakeholders make sustainability decisions informed by public opinion for the greatest impact (Rodriguez-Melo & Mansouri, 2011). Additionally, firms that leverage a partnership to engage stakeholders reduce costs related to facilitating stakeholder engagement because the local government or facilitators absorb such costs. This finding has implications for researchers studying firm sustainability strategies because it indicates an opportunity for firms using sustainability as a strategic tactic.

Second, the finding that partners reported creating new internal processes to implement the sustainability plan makes a contribution to social partnership research. Research on Social partnerships and alliances have found that partners create new internal processes to organize partnership activities. For instance, relational view researchers have found that partners will often create new structures inside each organization to facilitate partner learning and relationship building (Schreiner, Kale, &

Corsten, 2009). In such instances, new structure might include creating a new job position or team responsible for partnership activity (Schreiner et al., 2009). This study found that partners make internal changes to support their own sustainability goals, ultimately contributing to the goals set in the community sustainability plan. In these instances, new structure might include new jobs or team, but it also frequently involves processes and changes in operations to reflect the partner's sustainability goals. In other words, this approach addresses the community's sustainability goals by tackling sustainability issues in the community's organizations.

Third, the findings that new external processes, programs and/or entities developed from the partnership, and the risk sharing that entails, has not been discussed similarly in the social partnership literature. Risk sharing through social partnerships and alliances has been discussed (Eisenhardt & Schoonhoven, 1996; Lin & Darnall, 2014), but not in relation to the creation of new programs, processes and entities. Generally, risk sharing is mentioned in relation to funds and potential for failure. The findings replicate what has been identified in the social partnership literature in that the emergence of external entities (Waddock, 1989) were identified, but where this study's findings diverge is in terms of the scale. For instance, in multi-stakeholder partnerships new internal processes for implementation, joint partner projects, such as the task forces identified in the Whistler2020 case, and external entities for implementation, such as the Whistler Centre for Sustainability can occur simultaneously. A dyad social partnership would not have the capacity or need to create various levels and types of internal processes and external processes and entities. This is an important contribution to the social partnerships literature because when partners implement the collaborative plan through

new programs, processes and entities efforts are leveraged to help address the social problem.

5.6.3 Implications for Practice: New Partner Resources from Multi-Stakeholder Partnerships

The results of this research have two key implications for decision makers and facilitators of multi-stakeholder partnerships. First, they indicate that partners may perceive positive results from participating in multi-stakeholder partnerships. This is despite the fact that these partnerships do not prioritize the strategic needs of their partners (Bäckstrand, 2006). This finding is important because decision makers and facilitators can use this information to motivate ongoing partner engagement by explaining these benefits to partners (Gray & Stites, 2013). For instance, facilitators could target community organizations that use sustainability tactics for strategic ends and discuss the financial and strategic advantages of engaging with stakeholders through a community led partnership.

Second, the survey results identify the outcomes most valued by partners in multi-stakeholder partnerships. These findings indicate that partners recognize networking and learning as the key resources from this type of partnership. Decision makers and facilitators can aim to create more opportunities for networking and learning, knowing that partner participate to build these resources. For example, facilitators can organize sustainability-related workshops that help partners to develop their capacity to implement their own internal sustainability strategies. They can also organize networking events like the awards galas found in the Montreal case study.

The results of this study also have implications for partners and organizations weighing the costs and benefits of joining a sustainability multi-stakeholder partnership.

For partners, these findings indicate that a rare and valuable advantage of this type of partnership are the stakeholder engagement opportunities (Schuster & Holtbrügge, 2014). Thus to get the most out of the partnership they should prioritize participating in the engagement mechanisms, such as the award galas, workshops or working groups. For organizations considering joining the partnership, these findings recommend that they determine whether sustainability tactics are part of their strategic direction (McWilliams & Siegel, 2011). If so, they might consider a multi-stakeholder partnership as a tool for developing their capacity to implement internal sustainability tactics informed by stakeholder values and views (Hart, 1995).

5.6.4 Direction for Future Research

Moving beyond this study, there are a number of interesting avenues for further research. First, while this study examined self-reported partner outcomes, further investigation is required to improve the measurability of partner outcomes using different methods of data collection and analysis. For example, a study using objective measures, such as corporate social responsibility rankings (i.e., TruCost or Sustainalytics) to examine partner outcomes would be valuable to social partnership researchers who study outcomes.

Second, further research might study partner outcomes from an international perspective to explore whether the findings in this study are applicable to partners in different countries. Research on Local Agenda 21 partnerships have found that the financial, human, and social capital in a community as well as political will can significantly influence the ability of the partnership to achieve its community sustainability goals (Jörby, 2002; Sofroniciu, 2005). It would be interesting to investigate

whether such aspects also affect the partner outcomes and thus the partner experience. Similarly, it would be interesting to investigate whether partners from private, public, and civil society sectors all experience the same capital gains or if partners from different sectors experience different types and levels of certain capitals.

Third, the findings from the Partner Survey indicate that partners most valued networking, reputation, learning, and positive relationships with the community. It is interesting to note that these resources were rated as more important than more traditional resources typically prioritized by the private sector, such as cost savings and financial gains. It is possible that these findings are attributable to the fact that private sector participants were grouped with participants from the public and civil society sectors, which have different priorities. Conversely, it is also possible that the private sector partners that get involved in implementing community sustainability plans are atypical. These results could also be influenced by the fact that the person completing the survey was likely a sustainability coordinator or some equivalent. Past research has shown that organizations join multi-stakeholder partnerships for networking and learning (Bryson et al., 2006). It has also shown that partners join these types of partnerships to gain legitimacy (Austin & Seitanidi, 2012b) and receive support for their internal implementation (Rodriguez-Melo & Mansouri, 2011). More research is needed to explore whether firms who partner to implement a community sustainability plan are different from traditional firms in some important way.

Fourth, the partnerships studied in this research have a number of shared characteristics such as the problem domain, geography, and political atmosphere. This limits the generalizability of our findings future research could investigate whether the

outcomes found in this study extend to multi-stakeholder partnerships in different problem domains and at varying scales. For example, those interested might explore the outcomes of regional partnerships for climate change or international partnerships for poverty reduction. Finally, there is room for understanding the origins of all partnership outcomes (Koontz & Thomas, 2006). For instance, a more nuanced research direction might consider how outcomes can be shaped by the structure of the partnership (i.e., sectors involved, length, number of partners, etc.) or processes for implementation (i.e., internal processes, decision making or communication techniques). These would be valuable contributions toward a deeper understanding of how desired outcomes can be achieved, not just with respect to partner outcomes, but also outcomes related to the social goals of the partnership.

Chapter 6:

Multi-Stakeholder Partnerships for Sustainability: A Resource-Based View of Partner Implementation and Outcomes²⁰

6.1 Introduction

The number of cross-sector social partnerships (social partnerships) forming to address social problems is rapidly growing (Geddes, 2008). This growth is attributable to the ability of social partnerships to address social problems that are beyond the capacity and jurisdiction of any single organization or sector (Googins & Rochlin, 2000; Waddock, 1989) and make progress where governments are unwilling or unable to impose regulations (Kolk, 2014).

A type of social partnership with more than one partner from each of the three sectors with a stake in the social problem of interest is a multi-stakeholder partnership. Multi-stakeholder partnerships are becoming a popular approach for addressing complex social problems that cross sector boundaries (Babiak & Thibault, 2009; McPherson, 1983). An explanation for their popularity is that these partnerships are highly inclusive (Geddes, 2008; Kolk, 2014), which is beneficial for addressing complex social problems due to increased access to a diversity of resources, perspectives, and sources of commitment (Agrawal & Goyal, 2001; Lin, 2012), improved breadth and depth of knowledge of the problem, and greater opportunities for idea sharing with a large number of partnering stakeholders (Butler, 2001).

²⁰ Under review at Business and Society Review

This chapter will examine multi-stakeholder partnerships that implement Local Agenda 21(LA21) inspired community sustainability plans. LA21 is rooted in United Nations programs, and involves a local government initiated process that results in a community sustainability plan. Briefly, a community sustainability plan includes the long-term sustainability vision of a local community, and the goals and actions needed to overcome social, environmental, and economic challenges. Actors managing the LA21 process are challenged to maintain partner engagement throughout the implementation of the community sustainability plan. Multi-stakeholder partnerships are problem focused and unlike social partnerships with two to three partners, they are not necessarily designed with the dual purpose of meeting individual partner and common partnership goals (Worthington et al., 2003). The benefits to partners participating in multi-stakeholder partnerships are often a by-product rather than a focal point of implementation.

Most work done to understand the partner experience has been by management researchers who focus on social partnerships with two to three partners (see Waddock, 1988; den Hond et al., 2012). Little has been done to understand how implementation affects partner outcomes in multi-stakeholder partnership context (Babiak & Thibault, 2009; McPherson, 1983). The purpose of this chapter is to understand how partners' internal implementation structures influence their ability to obtain partner capital, such as financial, human, organizational, and shared capitals. Past research on multi-stakeholder partnerships for local sustainability found that in some partnerships partners implement the partnership goals by making internal changes to their organization (Clarke, 2011). Clarke (2011; 2014) indicates that where individual organizations are implementing

community sustainability plans it ensures that sustainability issues are being addressed across the community, extending sustainability action beyond the jurisdiction of the local government. While Clarke (2011; 2014) studies the impacts on plan outcomes of partners reallocating resources inside their organization to implement community sustainability plans the research in this chapter examines the impacts of partner resource reallocation on partner outcomes.

This chapter discusses individual implementation structures that partners develop in response to their involvement in multi-stakeholder partnerships that implement community sustainability plans. Specifically, it discusses individual implementation structure in connection to partner resource gains. It uses resource-based view (RBV) and social partnership outcomes literature to identify resources that partners perceive as valuable. It also draws from RBV's organized to capture value concept and social partnership's structure literature to conceptualize whether the link between individual implementation structure and partner capital could be conceived as viable for testing. By identifying partner perceptions about how they have gained resources this chapter aims to point social partnership researchers toward future theory development and testing. The chapter is structured as follows. After giving an overview of the scope of partner-level resources, RBV is used to assess their strategic value. Next, there is a discussion of how individual implementation structure for sustainability could conceptually contribute to partner capital gains in the context of multi-stakeholder partnerships. Finally, the last three sections explain the approach to analysis and results derived from hypothesis testing, and discuss partner perceptions about gains of financial, human, organizational and shared capital, when they create individual implementation structures.

6.2 Theoretical Background

6.2.1 A Strategic Perspective of Partner Outcomes

Resourced-oriented perspectives offer a significant body of research that explains what makes resources or bundles of resources valuable to organizations (Arya & Lin, 2007; Penrose, 1959; Wernerfelt, 1984). The terminology has varied over time but there is wide agreement on what makes resources valuable (Hart, 1995). Barney (1995) developed a framework that is now commonly used to evaluate resources. In the VRIO Framework, resources must be valuable, rare, costly to imitate and the firm must be organized to capture value (Barney, 1995). A resource is valuable when it contributes to an organization's core capabilities (Barney, 1991). It is rare when it is specific to an organization (Acedo et al., 2006). It is costly to imitate when it is derived from a casually ambiguous or socially complex situation (Barney, 1991). Finally, the organization must have existing structures in place, so that it is organized to capture value from the VRI resources. This research uses Barney's VRIO Framework to assess which resources provide strategic value to partners in multi-stakeholder partnerships.

In resource-based perspectives, there are two overarching types of resources: tangible resources and intangible resources (Wernerfelt, 1984). Tangible items such as land, facilities, and financial resources are considered easy for others to replicate, and consequently cannot contribute to a sustained competitive advantage (Barney, 1995; Hart, 1995). Intangible resources, such as knowledge and relationships are more challenging for others replicate making them viable sources of sustained competitive advantage (Barney, 1991). Intangible resources are often the result of social complexity whereby resources acquired from relationships that are challenging if not impossible for others to

replicate (Barney, 1991; Hart, 1995). Arguably, all resources from multi-stakeholder partnerships come from complex social relationships (Arya & Lin, 2007) thus making those resources costly to imitate (Barney, 1995).

Intangible resources accessible to organizations in partnerships are human, organizational, and shared capital. Tangible resources for partners are from financial capital. Human capital is the knowledge held within an organization and the capacity of an organization to generate new knowledge (Penrose, 1959). Organizational capital are the relationships the organization has with its stakeholders (den Hond et al., 2012), the specialized internal processes (Bryson & Bromiley, 1993; Hardy et al., 2003) and the organization's reputation (Muñoz-Erickson et al., 2010). In this chapter, shared capital is defined as the perceived gains made on the goals of the social partnership and the ability of the partners to influence those results (Clarke, 2014). Financial capital are the economic benefits enjoyed by the partners, such as cost savings and/or improved efficiency (Lavie, 2006), funding support, (Seitanidi, 2010) and product or service development (Steijn et al., 2011).

From a resource-based perspective, the causal ambiguity of human capital makes it challenging for others to imitate (Das & Teng, 2000) and thus it has been argued as one of the most valued assets (Grant, 1996). The social complexity of relationship based organizational capital makes it imperfect to imitate, giving it strategic value (Barney, 1991; Das & Teng, 2000). Cost savings or improved efficiency for financial capital, while valuable is most easily replicated by other organizations (Barney, 1991; Hart, 1995; Penrose, 1959). Finally, the success of social partnerships cannot be claimed by

organizations that are not partners, thus the immobility and imperfect substitutability of shared capital make it a rare asset (Das & Teng, 2000).

Unlike the previously discussed capitals, shared capital is an inter-organizational resource collectively benefiting all partners involved (Bowen et al., 2010). Bowen et al., (2010) argue that shared benefits are only possible where the partnership takes a transformative approach. Shared capital is particularly important to partners motivated by social and/or environmental concerns as is the case for public and civil society sector partners (Darnall & Carmin, 2005; Koontz & Thomas, 2012) or private sector partners pursuing shared value (Porter & Kramer, 2012). It is also important because it gives the partnership legitimacy if partners are perceived as achieving their shared socially-oriented goals (Cropper, 1996; Koontz, 2006). Shared capital, benefiting partners as well as the partnership is aligned with another resource-oriented perspective, relational view. In relational view, resources can add strategic value even when shared among partners (Kale, Singh, & Perlmutter, 2000). However, shared capital is not relational capital, which is concerned with relationships between individual actors (Duschek, 2004).

6.2.2 Capturing Value from Partner Outcomes

From a resource-based perspective, value is captured when the strategic and operational management of an organization optimizes its use of valuable, rare, and costly to imitate resources (Barney, 1995). According to Barney and Wright (1997), a firm is organized to capture value when it successfully links processes in a structure to realize the potential advantages of the resources. Barney and Wright (1997), use Ford as an example, saying that the company has been more successful than its competitor General Motors at developing a team based culture because Ford created systems that promote participative

decision making among employees. Similarly, in the partnership context, partners that make internal structural changes to optimize partnership relationships have shown greater ability to capture value from the partnership than partners who do not (Schreiner et al., 2009). For instance, a study examining alliances (i.e., a strategic partnership between two firms) found that partners with an organizational unit dedicated to coordinating alliance-related activities experienced higher positive stock responses than those who did not (Kale, Dyer, & Singh, 2002). Similarly, virtual teams embedded in partner organizations were found to be an important mechanism for building relationships, trust, and understanding between partners in the private-civil society partnership between the Prince's Trust and Royal Bank of Scotland (Seitanidi & Crane, 2009). In another example, the Earthwatch and Rio Tinto partnership made internal changes to facilitate a program called, 'The Global Employee Fellowship Program' where Rio Tinto employees were sent as volunteers in Earthwatch's conservation projects. The Global Employee Fellowship Program improved Rio Tinto employees' knowledge about conservation, environmental issues and sustainable development (Seitanidi, 2010). These examples demonstrate that in dyad partnerships where partners make internal structural changes in response to the partnership activities they can gain financial, human, and organizational capital.

In the context of multi-stakeholder partnerships implementing community sustainability plans, a study found that partners often implement by creating new internal sustainability structures, called individual implementation structures (IIS) (Clarke, 2011). Like alliance functions and virtual teams, IISs require a reallocation of resources to support internal changes to the partner organization's structure. Resources may be

reallocated to create a new job position or operational unit responsible for partnership activities (Clarke, 2011). In contrast to the alliance function and virtual teams, rather than managing the partnership relationships the IIS implements the organization's sustainability goals internally, ultimately contributing to the partnership's community sustainability goals (Clarke, 2011). For instance, if all partners reduced their greenhouse gas emissions, it would have a collective impact on the community's air quality, thus contributing to climate change goals in the community sustainability plan (Clarke, 2011). While partners that have reallocated resources to make internal structural changes have indicated improvements in human, organizational, financial, and/or shared capital (Kale, Dyer, & Singh, 2002; Seitanidi, 2010), it is unclear if those improvements are the result of the new structure or some other aspect of the partnership. This research contributes by comparing partner capital in partner organizations that have high and low levels of IIS (see Figure 5).

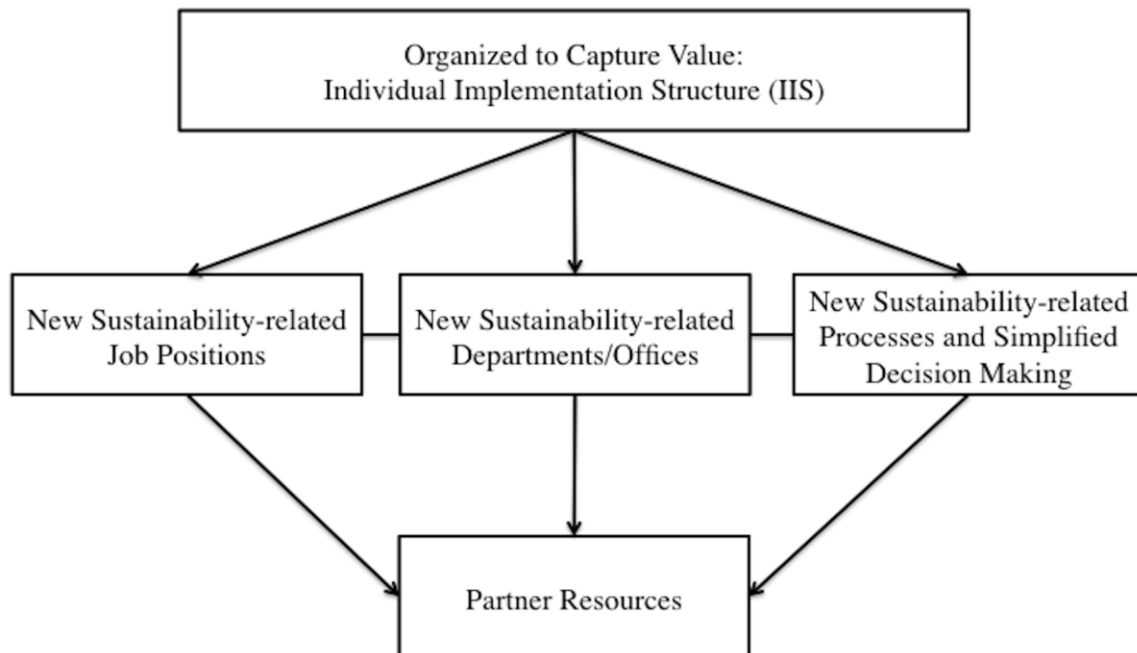


Figure 5: Individual implementation structure for value capture

Setting up an IIS for sustainability requires an upfront investment from the partners themselves, but the result of this investment could help partners gain access to resources more valuable than the resources they invested. Other studies have used a resource based view to argue the strategic value of sustainability strategies, such as pollution prevention or sustainable development (Hart, 1995; Rodriguez-Melo & Mansouri, 2011). These studies indicate that while the initial investment is high and the short term returns are low, the long term returns and sustained competitive advantage is high (Hart, 1995; Rodriguez-Melo & Mansouri, 2011). This chapter uses RBV to conceptualize the transformation of easily replicated tangible resources into costly to imitate intangible and tangible resources. Figure 6 visually represents the input of tangible resources to the output of socially complex intangible and tangible resources.

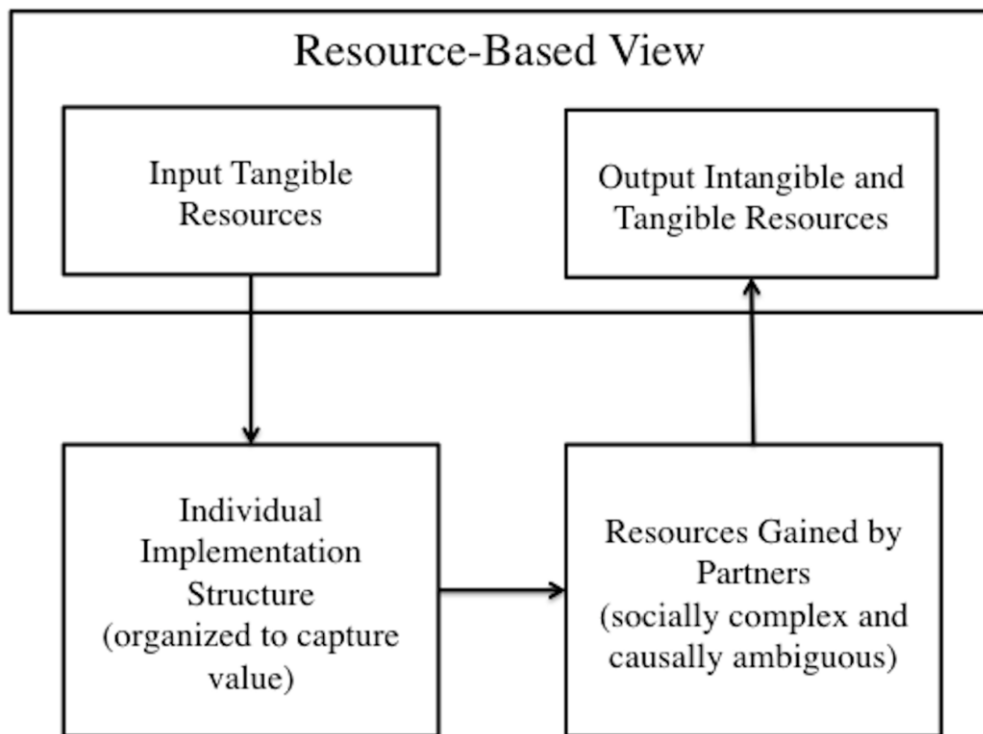


Figure 6: Resource transformation

6.2.3 Hypotheses

This research explores whether participating in a multi-stakeholder partnership is sufficient to gain important resources or if organizations must also have IIS for sustainability. Researchers who study sustainable development strategies for sustained competitive advantage argue that stakeholder engagement is critical to long term success (Schuster & Holtbrügge, 2014). However, partnership researchers have not explored how partners can leverage the multi-stakeholder partnership as an engagement mechanism to implement internal sustainability structures for sustainability that creates strategic value for the partners and the partnership. On the basis of the above theoretical foundations, this study proposes the following hypotheses²¹:

Hypothesis 1: Based on the perceptions of survey respondents, organizations that implement the partnership goals with high IIS will gain more financial capital gains than with low IIS.

Hypothesis 2: Based on the perceptions of survey respondents, organizations that implement the partnership goals with high IIS will gain more human capital gains than with low IIS.

Hypothesis 3: Based on the perceptions of survey respondents, organizations that implement the partnership goals with high IIS will gain more organizational capital gains than with low IIS.

Hypothesis 4: Based on the perceptions of survey respondents, organizations that implement the partnership goals with high IIS will gain more shared capital gains than with low IIS.

6.2.4 Control Variables

Maturity of the partnership. The number of years the partnership has been functioning has the potential to both positively and negatively affect the partnership and its outcomes (Schreiner et al., 2009). Over time, the partners have the chance to develop their

²¹ Note: The IIS studied are the result of partner participation in the partnerships.

relationships and processes for implementation (Waddock, 1989). An extended relationship also has the opportunity to erode overtime (Waddock, 1988). For instance, partner fatigue is a potential outcome of a long partnership. We measured the length of the partnership by asking the partners to indicate the number of years that they had been involved in the partnership.

Organization type. The multi-stakeholder partnerships examined in this study include partners from the private, public, and non-for-profit sectors. Organizations from different sectors have varying levels of capacity and capabilities and sometimes conflicting needs (Le Ber & Branzei, 2010c). These differences could have the propensity to influence their capacity to create an internal structure for the partnership implementation (Kale et al., 2002). We measured the organization type by asking the partners to select the type of organization that they belong to from a drop down menu. A box read ‘other’ where those who did not identify with the options provided could fill in a response.

6.3 Methodology

This study employed a survey method to collect data (Jackson, 1988) about the relationship between partners’ IIS and four capitals. The participants answered the survey through the online program, FluidSurvey (Couper, 2000), using a software program called, FluidSurvey. Targeted at the partners involved with implementing community sustainability plans, the surveys were promoted and administered to all of the French and English speaking local authorities in ICLEI-Local Governments for Sustainability Canada’s (ICLEI Canada) membership. ICLEI Canada is a valuable research partner because they are connected to local actors implementing community sustainability plans

through partnerships and have significant experience administering surveys in partnership with academic institutions (Carmin et al., 2012). One major barrier in the data collection was that the population is challenging to reach. Few partnerships publicly post the names of their partners and/or the appropriate contact information for their partners. Where partner names and information was not publicly available, researchers were not permitted access to the information required to contact partners because of Canada's Privacy Act. Thus, in these cases our survey was forwarded to the partners by ICLEI Canada and/or ICLEI Canada members.

Three hundred and twenty-eight partners involved in municipal sustainability focused social partnerships from 15 Canadian communities were contacted. A total of 53 respondents returned the survey (16.2%) of which 11 were incomplete leaving 42 usable surveys (12.8%) for analysis. The following section provides additional details about the research design, including the survey instrument design and data analysis methods.

6.3.1 Data Analysis

Given the moderate sample size the results of this study are exploratory. The statistical tests selected for this study are appropriate for our moderate sample size of $n=42$ (Field, 2013). A limitation of a small to moderate sample size is that finding a significance effect can be more challenging than with a larger sample size (Field, 2013). Despite the moderate sample size in our study, the results were found to be significant and thus findings can be reported (Field, 2013). Data were examined for missing values, unengaged responses, and normality. Missing data were coded as 99 to indicate to the software that they were absent (Evans & Mathur, 2005; Jackson, 1988). The SPSS listwise deletion method was selected for all analysis to address the issue of missing data.

The standard deviation of each case was calculated to detect cases where participants were unengaged, which is identified by the variance of individual participant responses. No cases were deleted due to unengaged responses.

Skewness and kurtosis values with absolute value less than 3.0 were used to assess the normality of the data for each variable (Evans & Mathur, 2005; Kline, 2010). Skewness and Kurtosis is a statistical method used to measure the shape of the data (DeCarlo, 1997; Evans & Mathur, 2005). In SPSS, a normal distribution is indicated by 0 kurtosis (Dawis, 1987; Evans & Mathur, 2005; Field, 2013). Data that have positive kurtosis presents with a sharper peak and is called leptokurtic (Dawis, 1987; DeCarlo, 1997). Data with a negative kurtosis presents with a less distinct peak and is called platykurtic (Couper, 2000; DeCarlo, 1997; Evans & Mathur, 2005). Moreover skewness and kurtosis is the suggested method for testing normality is data sets where the sample size is limited (DeCarlo, 1997). Please see Appendix XXII for a list of the four scales and the diagnostics for normality indicated by skewness and kurtosis of each variable.

A bivariate (Pearson) correlation analysis was adopted to identify the correlations between the variables (Babbie, 2004). To control for partnership length and partner organization type a bivariate correlation analysis was performed on the control variables residuals. Hypotheses 1, 2, 3, and 4 were tested with t-tests. IIS represent the independent variables and the four capitals represent the dependent variables.

6.3.2 Reliability and Validity

The survey includes two parts. Part A asks demographic questions about the partner organization such as the partner organization's size and type, the community in which it resides, and the number of partners in the partnership. Part B asks questions about the

individual implementation structures and partner outcomes. The questions on the survey are multiple-choice and five point Likert scale in which response values were as follows: 1=disagree, 2=somewhat disagree, 3=neutral, 4=somewhat agree, and 5=agree.

A number of measures were taken to ensure content validity. Two qualitative case-based research studies were completed as a part of a larger project, which this study's quantitative survey is part of, informed the survey questions about implementation structure and resources for multi-stakeholder partnerships (Jackson, 1988). Further, a review of existing literature on social partnerships structure and partner resources was completed (Jackson, 1988). The results of the qualitative case studies and literature review informed the survey to include the IIS and four categories of resources: financial, organizational, human, and shared. The survey questions were also reviewed and approved by both academic and professional experts in the areas of local sustainability and cross-sector partnerships (Karros, 1997).

For reliability, this study employed two tests, alternate-form reliability and internal consistency reliability. The alternate-form reliability test measures external reliability, whereby questions are worded differently to measure the same attribute (Beckingham & Lubin, 1991; Lerner et al., 2001). The second reliability test, Cronbach's Alpha, measures of internal reliability with acceptable values greater than .70 (Beckingham & Lubin, 1991; Kline, 1999). Cronbach's Alpha was used to measure the internal reliability of our composite ordinal measures (Wittkowski et al., 2004) that make up the IIS, financial, organizational, human and shared capital variables. The values of Cronbach's α are larger than 0.85 suggesting good internal consistency for each index

(i.e., construct) (Kline 1999). See Appendix XXII for the results of the Cronbach's analysis and the descriptive statistics for the variables.

The questions in the survey are based on four hypotheses. The models tested in this study have been developed deductively (Creswell, 2009; Jackson, 1988). Partner outcomes identified and deemed valuable by the partners interviewed in Chapter 5 were included in the Partner Survey. RBV's organized to capture value concept and the social partnership literature on structure informed the empirical indicators used to measure individual implementation structure. For a complete list of empirical indicators tested in the Partner Survey see Appendix XXI.

6.3.3 Limitation

While efforts were made to ensure validity and reliability, certain limitations are inherent in a small study. The results of this study are exploratory in nature, but they provide important insights into a population that is historically difficult to reach in the numbers that we have achieved (Branzei & Le Ber, 2014). While the sample size does not allow the results to be conclusive, the significant findings do indicate new directions for future research. Although the researchers actively attempted to avoid non-response bias by offering an incentive (Couper, 2000) and contacting potential survey participants multiple times via both email and phone calls (Dixon & Tucker, 2010) the number of responses could indicate a non-response bias.

The data were collected using a single source and so self-report bias from using a common method is a possible problem in this data set. Self-report bias is common method bias typical in research where the independent and dependent variables cannot be obtained from different sources (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). There

are four reasons that the data in the partnership survey could not be obtained from two sources. First, there is a lack of publically available data about the partners' structures, and outcomes and so online documents could not be used to confirm participant answers. Second, only the partners themselves have detailed information about their internal processes and outcomes, so partnership decision makers or facilitators would not have accurate information to cross-check the survey. Third, to reduce social desirability bias participants needed to be anonymous thus it was not possible to match decision maker responses with partner responses. Finally, the time and cost of administering separate surveys to partners and local governments would have exceeded what was possible for this project. In an attempt to overcome this bias questions on the survey were designed create a psychological separation between the independent and dependent variables, however it is a common problem in survey methods and so must be noted.

There are also limitations of the t-test which is the main statistical test used to perform the analysis in this paper (Field, 2013). The purpose of the t-test is to compare two groups (Field, 2013). In this chapter it was used to compare capital gains between two groups, partners with high IIS with partners with low IIS. A limitation of this method is that it does not infer causation.

6.4 Results

There are moderately strong positive relationships among the IIS and, financial capital ("Financial" 0.54), human capital ("Human" 0.56), organizational capital ("Organizational" 0.60), and shared capital ("Shared" 0.50) (Table 14). The results of the bivariate correlation analysis indicate correlations between the independent variables (i.e., IIS) and the dependent variables (i.e., financial, human, organizational, shared).

Table 14: Bivariate correlations

	1	2	3	4	5
1. IIS	1				
2. Financial	0.54**	1			
3. Human	0.56**	0.33**	1		
4. Organizational	0.60**	0.61**	0.60**	1	
5. Shared	0.50**	0.50**	0.43**	0.70**	1

† p < .10, * p < .05, ** p < .01

The bivariate correlation analysis of the residuals from the dependent and independent variables after they were regressed on the control variables tested the effects of the controls on the study variables. The results of this test show that the control variables have little or no effect on the correlations between the variables. These results indicate that the control variables do not account for the relationships being tested in this study. Table 15 presents these results.

Table 15: Bivariate correlations with control variable residuals

	1	2	3	4	5
1. IIS*	1				
2. Financial*	0.52**	1			
3. Human*	0.53**	0.31*	1		
4. Organizational*	0.50**	0.61**	0.60**	1	
5. Shared*	0.50*	0.50**	0.45**	0.62**	1

† p < .10, * p < .05, ** p < .01

6.4.1 Hypothesis Testing

To test the hypotheses, a two-sample t-test has been employed to check for differences between high and low IIS with respect to the four resources. The IIS (formerly in a five-point Likert scale) has been collapsed into a two-point categorical scale (high and low).

Where high is >3.01 and low is <=3. Table 16 summarizes the results of the effects of high and low IIS on the four resources.

Table 16: Independent sample t-tests on high and low IIS

Capital	High IIS		Low IIS		t-value
	Mean	SD	Mean	SD	
Financial	3.30	1.01	2.43	1.17	-2.25*
Human	4.55	0.52	3.61	1.00	-3.83**
Organizational	4.50	0.50	3.50	0.92	-4.43**
Shared	4.41	0.63	3.32	0.94	-3.45**

† p < .10, * p < .05, ** p < .01

Table 16 shows a statistically significant difference between high and low IIS. This indicates that hypotheses 1, 2, 3, and 4 are supported; thus where low and high IIS were compared, partners with high IIS perceived more gains in financial, human, organizational and shared capital than in cases where there was low IIS.

6.5 Discussion

The purpose of this research is to advance what is known about multi-stakeholder partnerships, specifically what is known about structure to outcomes at the partner level of analysis. It found that partners who believe they implement the community sustainability plan goals by making internal changes to achieve their individual sustainability goals perceive more resource based view capital than partners who do not. Partnership researchers have identified the need for a deeper understanding about implementation structure and resources at the partner level (Clarke, 2011; Kale et al., 2002; Koontz & Thomas, 2006; Provan & Kenis, 2007; Provan & Milward, 2001; Schreiner et al., 2009; Seitanidi, 2010). Albers, Wohlgezogen, & Zajac (2013), discuss the tendency in the literature to use governance structure as a proxy for alliance

operational activities and make the argument for further examination of organizational design in partnerships. Like an organization, in a partnership, value capture is connected to good management and execution (Albers et al., 2013).

6.5.1 Contributions to Literature

This study extends the social partnership literature in two ways. First, it unpacked and examined an implementation process in an understudied partnership type, identifying a structure that could help partners capture value from the partnership. Previous studies examining partners' internal structural changes have been focused on dyad partnerships (Kale et al., 2002; Schreiner et al., 2009; Seitanidi, 2010; Seitanidi & Crane, 2009). The IIS could be important to partners of multi-stakeholder partnerships because the complexity created by the diversity (Jay, 2013; Millar, Choi, & Chen, 2004; Rivera-Santos, Rufin, & Kolk, 2012) and number of partners (Babiak & Thibault, 2009; Marwell & Oliver, 1993) creates significant barriers to partners' ability to capture of value from the partnership (Marwell & Oliver, 1993). Second, this study answers a call for quantitative research studies in the field of social partnerships as the current empirical data on these partnerships is primarily from case studies (Branzei & Le Ber, 2014). The survey method was important in this study as it gave the researchers the opportunity to ask directed quantifiable questions to targeted participants. This type of detailed information would not be possible through a database, which might provide information that would be used as a proxy for outcomes, such as number of patents.

Through RBV, this chapter introduces the idea that while partnerships can be resource intensive, they are also perceived by the partners to be generators of valuable resources (see Figure 6). This chapter uses concepts from RBV to show that resource

inputs into the IIS are more easily replicated by partners and thus of less value than resource outputs from the IIS, which are challenging to replicate and thus of more value to partners. In other words, partners who are organized to capture value from the partnership by implementing through an IIS are more likely to gain access to the costly to imitate/socially complex resources from the partnership. The findings in this chapter of perceived returns is supported by the social partnership literature, which theorizes that greater investment in the partnership result in greater returns (Austin & Seitanidi, 2012b; 2014; Hardy et al., 2003; Pelozo & Ye, 2014). Evidence of internal structural changes for partnership implementation could be used as a proxy for gauging levels of partner involvement and perhaps partner returns (Albers et al., 2013). In addition, scholars studying alliances have identified a variety of valuable resources that partners can gain from involvement in a partnership (Das & Teng, 2000; Lavie, 2006).

6.5.2 Implications for Practice

These research findings have implications for partners and for organizations considering joining sustainability driven multi-stakeholder partnerships. Local government partners or partners facilitating partner engagement might identify ways to support partners with internal sustainability implementation. For instance, facilitators could organize training or consultation sessions that help partners choose their sustainability goals and identify the internal changes needed to reach those goals (Waddock, 1988). Facilitators could also organize awards and recognition ceremonies to celebrate exemplary partners. This kind of support from facilitators might reduce barriers for partners challenged by the initial upfront investment of internal structures for sustainability (Babiak & Thibault, 2009; Esteban & Ray, 2001). Understanding this barrier is particularly important for facilitators

of multi-stakeholder partnerships, as two major advantages are its diversity of partners and resources (Agrawal & Goyal, 2001; Lin, 2012) and its emphasis on inclusivity (Provan & Kenis, 2007).

For all partners, these research findings indicate that joining a multi-stakeholder partnership might not be enough to capture value from partnership financial, human, organizational, and shared capital. Partners might consider leveraging stakeholder engagement from the partnership by developing internal structures for sustainability. For external firms that want to gain a competitive advantage by creating a sustainable development strategy they might consider joining a local multi-stakeholder partnership that is implementing a community sustainability plan. Engaging stakeholders is tied to the successful execution of firm sustainable development strategies (Hart, 1995; Rodriguez-Melo & Mansouri, 2011). Firms can reduce the cost of creating systems and procedures for stakeholder engagement by instead leveraging engagement systems in the existing partnership.

6.5.3 Direction for Future Research

Partnership value creation is a function of many variables both inside the partnership (e.g., implementation structure, governance structure, partners involved) and outside the partnership (e.g., environmental, political, and economic context in which the partnership resides). A focus on implementation structure alone offers various avenues for research (Albers et al., 2013) especially as the partnership increases in size and becomes more complex (Babiak & Thibault, 2009). This chapter considered implementation at the partner level – the internal structural changes made by partner organizations and value capture. At the partnership level there are other important aspects of implementation such

as monitoring and reporting systems (Geddes, 2008), accountability systems (Huxham & Vangen, 2005), and communication systems (Googins & Rochlin, 2000). Each system could be tested individually and collectively for impact on value creation for partners and partnership beneficiaries (e.g., the environment or community).

Researchers interested in using statistical measures to study partnership dynamics and resulting outcomes could do an international study on community sustainability focused multi-stakeholder partnerships. These partnerships share a number of contextual and historical similarities and exist around the world due to the influence of the United Nations on community sustainability planning (Smardon, 2008). Another interesting area for study is on the benefits to the partnerships where several partners are implementing with internal implementation structures. The research in this study indicates that partners who perceive their organizations to have IISs also perceive gains in sustainability human capital and collaborative organizational capital as they work toward their and the partnership's sustainability goals. It would be valuable to identify objective measures capable of confirming the accuracy of the partners' perceptions uncovered in this study. Where partners measure and report on their progress through certification systems such as ISO 26000 or standardized reporting systems such as the Global Reporting Initiative more objective measures can be used to compare real sustainability progress between partners.

6.6 Conclusion

In conclusion, the results of this study contribute to building a foundation for more quantitative research on social partnerships, in particular multi-stakeholder partnerships. For instance, social partnership researchers might test the variables used in this chapter

such as IIS or human capital in futures studies on partner outcomes and/or structure. In addition, social partnership researchers might test relationships between IIS and partner capital or other outcomes in different types of multi-stakeholder partnerships, such as climate change or health services partnerships. From the perspective of an exploratory study, it meets its goals of providing a compass for future research. The additional promise of research on structure, demonstrated by this study, is that it may partially account for outcomes. This points the social partnership research community toward future theory building and testing that could bring them closer to making connections between partnership activity and outcomes. Research in the area of structure and outcomes could be one doorway into cross-sector partnership theory building, which is the next frontier of scholarship for social partnership researchers (Branzei & Le Ber, 2014). In the face of the overwhelming complexity of local sustainable development challenges, researchers need to work toward understanding multi-stakeholder partnerships, as practitioners continue to use this approach for addressing important social and environmental problems (Boland, 2010; Brinkerhoff, 2002a; Lubell, Schneider, Scholz, & Mete, 2002; Mitchell & Shortell, 2000; Peterson, 2009).

Chapter 7:

Multi-Stakeholder Partnerships for Sustainability: A Relational View of Partnership Implementation and Outcomes

7.1 Introduction: An Interorganizational Perspective

Most research concerned with cross-sector partnerships has contributed to our understanding of partner level requirements for, and desired outcomes from, the partnership (Seitanidi & Crane, 2014). In this style of research, the focus is on partner resource complementarity and organizational fit (Eisenhardt & Schoonhoven, 1996; Kale et al., 2002), partner strategy and outcomes (Das & Teng, 2000; Duschek, 2004), and motivational alignment (Lin & Darnall, 2014). Often defining value in economic terms, this research emphasizes the competitive advantage and applies resource-based, transaction cost, or relational-view theories (Branzei & Le Ber, 2014). From a strategy perspective, there is significant value in understanding the drivers and roles of single actors (den Hond et al., 2012), but there is a push to move the research beyond the self-interested motivations of partners (Seitanidi & Crane, 2014). More recently, research exploring cross-sector partnerships for social issues has emerged (Branzei & Le Ber, 2014; Le Ber & Branzei, 2010a; Seitanidi & Crane, 2014). Rather than emphasizing economic gains for partners, this research focuses on societal outcomes and replaces competitive advantage with collaborative advantage (Vangen & Huxham, 2010).

Both areas of research have concentrated on small partnerships with two or three partners, where specific partnership activity and outcomes are easily traceable to the partners. Receiving less research attention in the management literature are multi-stakeholder partnerships formed to address societal challenges. Where the partnership is

mandated to address a social problem and where multiple partners from each of the private, public, and civil society sectors are involved, the partnership will often form a distinct entity autonomous from its partners. Small partnerships are less likely than their multi-stakeholder counterparts to form organizational entities distinct from their partners.

In multi-stakeholder partnerships, partners participate in mutual problem-solving, decision making, knowledge-sharing, and resource distribution (Koschmann et al., 2012; Provan et al., 2007). Multi-stakeholder partnerships represent an interesting field of study for those interested in learning more about the partnership level, recent studies argue that these partnerships represent a discrete field of interorganizational research (Babiak & Thibault, 2009; Koschmann et al., 2012; Provan et al., 2007).

More recently, this type of partnership has been emerging in response to the prevalence of complex social²² challenges unsolvable by a single organization, such as issues related to poverty, public health, economic development, the environment, and education (Bond et al., 1998; Clarke, 2014; Geddes, 2008; van Tulder & Pfisterer, 2014). The challenges embodied by the term sustainable development, require the participation, cooperation, resources, and knowledge of all three sectors where institutional shortcomings prevent progress (Bäckstrand, 2006; van Tulder & Pfisterer, 2014). A concern with addressing sustainable development challenges through multi-stakeholder partnerships is that research in this field is in its early stages, and so the links between actions and outcomes at the partnership level remain unclear (Branzei & Le Ber, 2014). Building on recent work (Clarke, 2011; 2014), this chapter studies structures at the partnership level. More specifically this chapter examines multi-stakeholder partnerships

²² In this chapter, social challenges include environmental, economic, and social aspects.

in the context of community sustainability plan implementation. Community sustainability plans, are local-level strategic documents (Clarke, 2014) that contain communities' social, economic, and ecological sustainability vision and goals (Smardon, 2008). Community sustainability plans, primarily initiated by local governments, have their origins in internationally-led sustainability programs (Spangenberg, 2002). The primary driver of these plans is the Local Agenda 21 (LA21) program, which has been replicated around the world partially due to its connection to the macro-level United Nations Agenda 21 initiative (Rok & Kuhn, 2012).

The LA21 program recommends best practices to guide communities through the process. It is recommended that communities convene stakeholders to develop a community sustainability plan and then implement that plan in partnership with stakeholders (Echebarria et al., 2004; Jörby, 2002). Also recommended is that these plans focus on long-term time horizons (i.e., 20-100+ years), meaning that the partnerships that implement them are more inclined to have formal structures (Rufin & Rivera-Santos, 2014). Studying multi-stakeholder partnerships in the context of community sustainability plan implementation offer ideal conditions for examining the structural dynamics of partnerships. There are few other instances where this type of partnership exists worldwide, while addressing similar challenges at a comparable level.

As mentioned earlier, there is much interest in better understanding the social impacts of partnership implementation structure (Clarke, 2011). Where community sustainability plans are concerned these impacts are called plan outcomes (Clarke & Fuller, 2010). Due to significant barriers related to collecting data on plan outcomes, including data availability and comparability across communities, the research in this

chapter focuses on perceptions of positive outcomes at the partnership level. The focus on partnership outcomes over plan outcomes limits the conclusions that can be drawn in terms of influence on partnership success (measured by progress made on plan goals). However, the research in this chapter detects what aspects lead partner organizations believe are important and therefore contributes by identifying variables that are potentially important for future study.

This study is unique in that it examines community sustainability plan implementation structures and how they influence partnership capital using mediation analysis. In contrast to the common retrospective interview and ethnographic research methods used to study small partnerships, this study stands out as one of the few to collect data by surveying multi-stakeholder partnerships around the world. Like more recent research (Koschmann et al., 2012; Bryson et al., 2006), this study builds on theoretical perspectives of relational structures and outcomes at the partnership level while taking the additional step of examining these proposed relationships empirically.

This chapter discusses the main arguments that deal with cross-sector relational structures and outcomes at the partnership level of analysis. In distinguishing between the partner and the partnership level, the purpose is to highlight the importance of relational interactions by pointing to partnership capital. Besides providing a framework for relational structure to outcomes, the extent to which these relationships lay the groundwork for social partnership theory development is assessed. The chapter is structured as follows. After giving an overview of the scope of partnership level capital, relational view theory is reviewed. Next, there is a summary of how two relational view factors - effective governance and knowledge-sharing routines - conceptually contribute

to partnership capital. Finally, the last three sections explain the analysis and the results of hypothesis-testing, and argue that lead partner organizations perceive relational structures as important to shaping robust social partnerships with the capacity to deliver the social good they promise.

7.2 Theoretical Background

This chapter borrows from relational view and collaborative advantage theories to create and empirically test a framework that conceptualizes how relational structures influence partnership capital. From relational view theory, the framework adopts two processes to understand relational structures responsible for partnership capital. The framework also exchanges competitive advantage for collaborative advantage to extend concepts from relational view theory to the social partnership context.

7.2.1 What is Valuable at the Partnership Level?

What qualifies as valuable depends on whom the value is for: the individual, the organization, and/or society (Lepak, Smith, & Taylor, 2007). What is valuable to a partnership will be different from what is valuable to an individual, organization, or society. In a social partnership, the ultimate goal is to achieve collaborative advantage (Huxham & Vangen, 2005). Collaborative advantage is achieved when the purpose for collaborating is met (Huxham & Vangen, 2005), or some desirable output is made possible only through collaboration (Huxham, 1996). Generally, the purpose organizations have for collaborating are to both meet individual and shared goals (Huxham & Vangen, 2005). Thus, collaborative advantage is possible when both goals are satisfied (Le Ber & Branzei, 2010). To sustain collaborative advantage, the

partnership itself needs to have the necessary resources; these resources are called *partnership capital*.

7.2.2 Partnership Capital

Partnership capital is the capacity of the partnership that has been built through its collaborative processes. Partnership capital is comprised of a subset of process outcomes, which are outcomes that result in changes, adaptations, and, ultimately, the amelioration of the partnership due to the collaboration (Clarke & Fuller, 2010). Such processes involve the co-creation of new knowledge through collaborative processes (Austin & Seitanidi, 2014; Hardy et al., 2003), or the transfer of existing knowledge between partners (Dyer & Nobeoka, 2000). In social partnerships, the most important type of knowledge involves gaining key insights about the problem domain (Innes & Booher, 1999; Le Ber & Branzei, 2010b; Leach et al., 2002; Leach & Pelkey, 2001). For the partnerships examined in this study, knowledge of the local sustainability issues is central to a partnership's success (Garcia-Sanchez & Prado-Lorenzo, 2008; Worthington et al., 2003). For this reason, the empirical indicators used to measure knowledge creation and sharing are about sustainability knowledge within the partnership.

The co-creation of new knowledge or the exchange of tacit knowledge is not easily transferred among partners (Hardy et al., 2003). Instead, knowledge is generated (Powell, Koput, & Smith-Doerr, 1996) and shared (Dyer & Nobeoka, 2000) through long-term and ongoing social interactions that build social capital between the partners (Leach et al., 2002). Thus included in the measurement of partnership capital are empirical indicators of social capital.

The capacity for learning in a partnership influences its responsiveness and ultimately its flexibility and ability to adapt to change (Nooteboom, 2008). Contextual environmental factors can be instrumental in the partnership's structure where changes in public policy, resource flow, and membership can destabilize the system (Bryson et al., 2006; Cropper, 1996). Moreover, the partners involved can have a significant impact on the direction of the partnership (Huxham, 2003), and part of the partnership's dynamism is related to its changing membership (Waddock, 1989). To cope, successful partnerships must adopt a flexible or organic structure capable of responding to such shocks (Cropper, 1996; Mattessich et al., 2001; Mintzberg & Quinn, 1998). Thus a partnership's adaptability to evolving threats and opportunities is an important resource captured by its structure (Worley & Mirvis, 2013; Brinkerhoff, 2002a; Le Ber & Branzei, 2010a; Seitanidi, 2008). Included in the measurement of partnership capital are empirical indicators of flexibility and adaptability.

7.2.3 A Relational View of Partnership Processes

The relational view theory takes the perspective that a firm gains competitive advantage through its relational ties with other firms or organizations (Dyer & Singh, 1998). Sustained competitive advantage can be attained when the firm manages these relationships in ways that establish relational rents between organizations (Duschek, 2004). Relational rents are resources generated by partners through their idiosyncratic contributions to the relationships (Dyer & Singh, 1998). In relational view, there are four determinate factors of relational rents: (1) relation-specific assets, (2) knowledge-sharing routines, (3) complementary resources and capabilities, and (4) effective governance (Duschek, 2004; Dyer & Singh, 1998).

Of the four determinate factors, two are relevant as relational processes that are subcomponents of partnership structure: (1) effective governance, and (2) knowledge-sharing routines. Knowledge-sharing routines include the relational processes that facilitate patterned knowledge transfer and learning between partners (Dyer & Nobeoka, 2000). Effective governance is the ability of the partnership to rely on self-enforcing governance systems such as shared or collaborative decision making (Dyer & Singh, 1998). Developing relation-specific assets is a partner-level activity (Dyer & Singh, 1998), and so it is not relevant where the partnership is the unit of analysis. Determinate factors, complementary resources, and capacity are also not appropriate in an analysis of multi-stakeholder partnerships because partners are not selected based on their resource endowments; rather, they are selected because of their stake or role in solving the shared social problem (van Tulder & Pfisterer, 2014). This chapter examines the partnership level of multi-stakeholder partnerships by developing a framework that integrates the relational processes and collaborative advantage to explain how knowledge exchange and learning can mediate the relationship between collaborative decision making and partnership capital.

7.2.4 Relational Process: Collaborative Decision Making (Effective Governance)

Collaborative decision making is the degree to which partners make decisions about strategy and implementation collaboratively. In the collaboration and social partnership literature, collaborative decision making is also referred to as collaborative governance (Ansell & Gash, 2007; Emerson, Nabtachi, & Balogh, 2012), consensus building (Gray & Stites, 2013; Innes & Booher, 1999), or joint/equality decision making (Bowen, Newenham-Kahindi, & Herremans, 2010; Brinkerhoff, 2002a). From a relational view,

collaborative decision making is more desirable than third-party enforcement as it facilitates relational rents for competitive advantage (Dyer & Singh, 1998) and is typically more flexible and context specific.

Decision making in multi-stakeholder partnerships can range from no collaboration where a focal organization is responsible for decision making (Clarke, 2014; Provan et al., 2007) to highly collaborative where all partners participate in decision making (Provan et al., 2007; Provan & Kenis, 2007). Depending on the goals of the collaboration and the partners involved, there are benefits and drawbacks to the various styles of partnership governance (Bryson et al., 2006). While the governance of a partnership is more complex than who makes decisions, research has found that collaborative decision making is important to good governance (Bryson et al., 2006; Campbell, Koontz, & Bonnell, 2011; Emerson, Nabtachi, & Balogh, 2012). This chapter presents the argument that relational structures, where partners collaborate in decision making and have support with knowledge-sharing implementation processes, generate more partnership capital.

Collaboratively-governed partnerships have shown success in leveraging important resources for the partnership (Campbell et al., 2011; Emerson & Gerlak, 2014). Knowledge generation and sharing is linked to collaborative decision making (Ansell & Gash, 2007; Gray & Stites, 2013). A study that examined collaborative activities in an international NGO that addresses child poverty found that where partners are highly involved in decision making more knowledge is generated (Hardy et al., 2003). A comparison of the literature on collaborative governance and environmental change and adaptation found that where governance is collaborative more pre-existing knowledge

about the problem domain is shared among partners than in partnerships that do not include partners in decision making (Emerson & Gerlak, 2014).

When partners are given the opportunity to make decisions collaboratively, they build relationships with each other and the community (Bryner, 2001; Gray & Stites, 2013). In a systematic review of the community engagement literature, which includes social partnerships, joint decision making was identified as an important factor in transformational engagement (Bowen et al., 2010). Transformative relationships can create conditions for higher levels of interaction and/or deeper levels of trust (Austin & Seitanidi, 2012b).

Involving partners in decision making is also linked to an improved capacity for the partnership to adapt to changing circumstances (Bryson et al., 2006; Emerson & Gerlak, 2014). A paper that explored the merits of consensus building in collaborative planning demonstrated that involving partners collaboratively in decision making can lead to structures that are more flexible and responsive (Innes & Booher, 1999). Moreover, a study that examined governance processes for addressing climate change, found that inclusive decision making involving various stakeholders was integral to the capacity of the institutional systems to adapt (Pittman, Armitage, Alexander, Campbell, & Alleyne, 2015). There is a fair amount of evidence to support the notion that collaborative decision making results in partnership capital, and thus the following is hypothesized:

Hypothesis 1: Based on perceptions of survey respondents, multi-stakeholder partnerships that implement partnership goals with high collaborative decision making gain more partnership capital than those with low collaborative decision making.

7.2.5 Relational Processes: Knowledge-Sharing Routines

As mentioned, the level of collaborative decision making is not the only important subcomponent process in implementation structure. There are additional subcomponent processes necessary to sustain a partnership (Bryson et al., 2006). Partnerships with highly informal structures can easily dissolve due to lack of direction and communication (Clarke, 2014). Moreover, when too much control is maintained by one organization, partners can disengage from the partnership (Clarke, 2014). Additional relational processes are required for managing resources to sustain partnership operations that ultimately lead to collaborative advantage (Huxham & Vangen, 2005).

Relational view also conceptualizes knowledge-sharing processes as rent generating (Dyer & Singh, 1998). In strategic alliances, there are knowledge-sharing processes that facilitate the exchange of explicit and tacit knowledge (Dyer & Nobeoka, 2000). In a strategic alliance, tacit knowledge can be transferred between partners; however, the dynamic is slightly different for social partnerships. This is because social partnerships exist to address social problems that extend beyond the mandate and capacity of any one single organization (Astley & Fombrun, 1983; Clarke, 2014; Trist, 1983). No single organization has the appropriate tacit knowledge to address the partners' shared social problem (Le Ber & Branzei, 2010a). Thus, the ability to exchange tacit knowledge between partners will not necessarily lead to collaborative advantage in the same way that tacit knowledge exchanged in strategic alliances leads to competitive advantage.

The lack of clarity in the path to collaborative advantage leads to an iterative process that requires regular assessment and learning (Ring & Van de Ven, 1994). In lieu

of tacit knowledge exchange, social partnerships need relational processes that facilitate joint learning for renewal (Le Ber & Branzei, 2010a). This chapter examines the mediating effect of two knowledge-sharing routines: (1) communication systems, and (2) renewal systems, on collaborative decision making and partnership capital. The decision to examine these two systems was made because communication systems facilitate the exchange of explicit knowledge and renewal systems facilitate learning for tacit and explicit knowledge (Dyer & Nobeoka, 2000). Both systems are considered structurally valuable from a relational view (Dyer & Nobeoka, 2000) and social partnership perspective (Le Ber & Branzei, 2010a). Figure 7 below illustrates in a framework the hypothesized relationships between structure (i.e., two processes working together) and partnership capital.

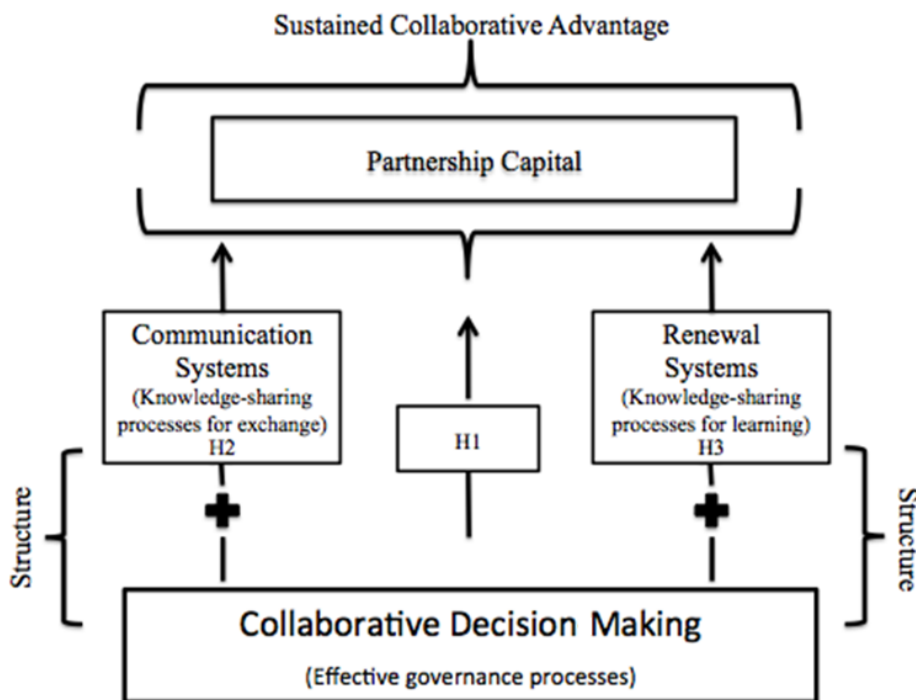


Figure 7: A framework for structure to partnership capital

7.2.6 Communication Systems

Organizational Studies scholars have long recognized the role of communication systems in the healthy functioning of organizations (Kapp & Barnett, 1983; Snyder & Morris, 1984). These processes have also been identified in the partnership literature as critical to partner satisfaction and partnership success (Mohr & Spekman, 1994; Seitanidi, 2010b). Poor communication channels indicate mismanaged partnerships (Babiak & Thibault, 2009; Frisby et al., 2004). Successful communication systems are thus in many ways a lifeline for all types of partnerships.

Effective communication systems that engage partners frequently and provide appropriate information in a timely manner are necessary for ongoing management (Clarke & MacDonald, 2012; Googins & Rochlin, 2000; Seitanidi, 2010a). Examples of effective connection tools that organize multi-stakeholder partnerships include networking events, website information, newsletters, educational sessions, or awards galas (Bryson et al., 2006; Gray, 2000; Waddock, 1988). The purpose of these communication systems is to exchange explicit knowledge and to create a shared identity among partners (Dyer & Nobeoka, 2000).

The relationship between communication systems and human capital is expected as communications mobilize knowledge dissemination. This relationship might be even more necessary in multi-stakeholder partnerships. As the number of partners increase, it is more likely that one or more partners will have important information regarding the problem of interest (Butler, 2001). Thus, a communication system that organizes the entity to exchange human capital is critical when many partners are involved (Butler, 2001). Without a system that aggregates and disseminates information and knowledge

existing in the partnership, valuable potential for enhancing human capital goes untapped. Communication systems are also necessary for promoting good interpersonal relations between partners (Huxham, 1993; Le Ber & Branzei, 2010a). Moreover, communication systems that facilitate partner social interactions are able to create a shared identity and community among partners (Dyer & Nobeoka, 2000). Communication systems also help partners to be receptive to change, thus building a flexible partnership able to adapt to evolving circumstances (Emerson, Nabtachi, & Balogh, 2012).

The relational structure, which includes communication systems and collaborative decision making, while not extensively studied, has been indirectly explored (Campbell et al., 2011; Koschmann et al., 2012). In a study that examined the adoption of best management practices in watershed management, it was found that collaboration affected adoption levels only when paired with communication tools, such as newsletters and educational outreach (Campbell et al., 2011). This indicates that there could be a mediating effect between collaborative decision making and communication systems. In the above example, collaboration had no effect on adoption without communications; thus, the following is hypothesized:

Hypothesis 2: Based on perceptions of survey respondents, in multi-stakeholder partnerships, communication systems have a complementary mediation effect on the relationship between collaborative decision making and partnership capital.

7.2.7 Renewal Systems

Relational structures that have renewal systems identify areas for improvement and goals met, and take action based on that information. These systems report on progress and have cyclical scanning mechanisms that identify new opportunities and facilitate the timely renewal of the shared purpose or plan (Clarke & MacDonald, 2012; Googins &

Rochlin, 2000; Roberts & Bradley, 1991; Seitanidi, 2010a; Waddock, 1989). For cross-sector partnerships, systems of renewal are particularly relevant because of their iterative and nonlinear path to goal attainment (Clarke & Fuller, 2010; Le Ber & Branzei, 2010a).

In essence, renewal has been found to create opportunities for learning, building relationships (Brinkerhoff, 2002b), adapting to new circumstances (Le Ber & Branzei, 2010a), and, overall, gaining capacity for collaborative advantage (Frisby et al., 2004). Renewal systems also facilitate adjustments to how resources are managed (Clarke, 2014), thus organizing the multi-stakeholder partnership to continuously assess how its resources are managed. In a study that examined collaborative strategic management in two multi-stakeholder partnerships, renewal systems were critical to both partnerships' ability to adapt and learn (Clarke & Fuller, 2010). The link between relational structures that have collaborative decision making and renewal systems has not yet been explicitly explored. However, there is evidence to suggest that both CDM (Koschmann et al., 2012) and renewal systems are relational processes that capture and generate partnership capital (Brinkerhoff, 2002b; Clarke & Fuller, 2010); thus the following is hypothesized:

Hypothesis 3: Based on perceptions of survey respondents, in multi-stakeholder partnerships renewal systems have a complementary mediation effect on the relationship between collaborative decision making and partnership capital.

7.2.8 Control Variables

Maturity of partnership. The number of years a partnership has been functioning can affect its structure and ability to gain resources. For instance, partner fatigue is an important consideration for long running partnerships (Waddock, 1988). Conversely, long-term partnerships give partners more opportunities to build trust over time (Huxham & Vangen, 2005). Moreover, the structure of a partnership can evolve and shift over time

(Clarke, 2014; Rufín & Rivera-Santos, 2014). The length of the partnership was measured by asking survey participants to indicate the age of the partnerships.

Number of partners. Depending on the structural characteristics of the partnership, the number of partners involved can have an effect on the partnership outcomes (Marwell & Oliver, 1993). Generally, large groups of partners are challenging to manage, thus the outcome is often poor results (Butler, 2001; Indik, 1965). These undesirable results can be mitigated through structural characteristics that manage partner actions (Butler, 2001; García-Canal et al., 2003). The number of partners was measured by asking survey participants to select their number of partners by clicking on one of seven options. The options ranged from zero partners to one hundred plus partners.

7.3 Methodology

To examine the dynamics of multi-stakeholder partnerships, a review of the extant literature informed the development of the framework and hypotheses tested in this chapter. To test the framework and hypotheses, a survey was used to collect data (Jackson, 1988). The survey was administered through the online platform FluidSurvey, and the data were analyzed. This study received approval from the University of Waterloo, Office of Research Ethics, and all necessary protocols were followed.

The survey collected demographic data about the partnership, such as the population of the community, age of the community sustainability plans, timeframe for the plan, and the number of partners in the partnership (see Appendices I and II for a summary of the demographic data). The survey included questions about perceptions of relational processes, such as decision making, renewal, and communication. It also asked about perceptions of partnership capital. Survey questions were answered using a 5-point

Likert scale from 1 (disagree) to 5 (agree). The variables used to test the constructs in this study were informed by the literature (see Appendix XXV).

Municipal employees involved in implementing community sustainability plans in 1058 communities from six regions around the world were contacted to complete the partnership survey. The six regions included countries from Europe, Africa, North America, Latin America, New Zealand and Australia, and Asia. Survey participants were selected using the ICLEI Global and Sustainability Tools for Assessing & Rating (STAR) Communities database. ICLEI Global is an organization that works with local authorities around the world to implement their community sustainability plans, nine hundred and eighty sustainability experts were contacted using the ICLEI Global database. STAR Communities is a ranking system that recognizes communities for planning and implementing sustainability initiatives; seventy-eight local authorities were contacted using this database.

All study participants contacted are experts in their local authority's sustainability initiatives. The participants in this study are non-randomly selected key informants (Creswell, 2009), as is required by the purposive/expert sampling method (see Appendices I and II demographic details). In total, one hundred and eleven respondents returned the survey, thus the response rate was 9.5%. Because non-response bias prevention was a priority, individual incentives were offered to survey participants; the data collection timeframe was done over 10 months (i.e., November 2013 - August 2014); and participants were contacted through direct emails, direct tweets, newsletters, and phone calls.

7.3.1 Data Analysis

An initial assessment was completed with bivariate (Pearson) correlation test to identify potential relationships between the four variables. Each variable was regressed on the control variables and the unstandardized residuals were saved. Following this, a second bivariate correlation test was run on the unstandardized residuals. This was to test the potential influence of the control variables.

To test the first hypothesis, *multi-stakeholder partnerships that implement partnership goals with high collaborative decision making gain more partnership capital than those with low collaborative decision making*, an independent t-test using SPSS version 22 was employed. The independent-samples t-test is useful when there are two conditions and where different study subjects are assigned to each condition (Field, 2013). In this case it was used to compare the groups, high and low collaborative decision making.

To test the second and third hypotheses, *in multi-stakeholder partnerships communication²³/renewal²⁴ systems mediate relationship between collaborative decision making and partnership capital*, a bootstrapping method was employed using the PROCESS macro (Hayes, 2013a) in SPSS Version 22. Bootstrapping uses a resampling method, whereby observations from the original sample are resampled with replacement; the statistic of interest is then computed using the new sample that was created via the resampling process (Hayes, 2013a). This process can be done repeatedly thousands of times (Hayes, 2013a). The analysis in this dissertation used the bootstrap method to generate a representation of the sampling distribution from the dataset for the indirect

²³ Hypothesis 2

²⁴ Hypothesis 3

effect using the construction on confidence intervals. It was run 1000 times (Hayes, 2013a).

Recently, the bootstrap method popularized by Preacher and Hayes (2004) has been argued as the preferred method for mediation analysis (Zhao, Lynch, Chen, 2010; Preacher & Hayes, 2004; 2008; Hayes, 2013a). Bootstrapping has been made possible due to high-speed computing, which has only recently enabled to be integrated into modern statistical software (Hayes, 2013). Zhao et al (2010) recommend that researchers replace the popular three step regression plus Sobel test approach proposed by Baron and Kenny (1986) with the bootstrap test of indirect effect proposed by Preacher and Hayes (2004). Zhao et al (2010) argue that the “Sobel test is low in power compared to the bootstrap test” (p. 198). Given the advent of high-speed computing that has enabled the use of a high power test such as bootstrapping, and as such some scholars are making the argument for the use of bootstrapping over the more traditional Baron and Kenny (1986) method (Zhao, Lynch, Chen, 2010; Preacher & Hayes, 2004; 2008; Hayes, 2013a).

PROCESS uses bootstrapping to identify confidence intervals, in contrast to the popular Baron and Kenny (1986) method which uses 0.5 significance as a cut-off for determining the strength of the mediation effect. The bootstrapping procedure tests the magnitude of the indirect effect (Hayes, 2009). The advantage of using bootstrapping over the Baron and Kenny (1986) approach to mediation is that bootstrapping provides the opportunity to assess the mediating effect using confidence intervals, which can provide a more accurate indication of the mediation effect by identifying a region of significance rather than a cut-off point (Preacher & Hayes, 2004). Another advantage of using the bootstrap approach is that it can detect mediation effects where the Sobel

method may not (Zhao et al., 2010). Moreover, using the Preacher and Hayes (2004) bootstrap method has been proposed as a preferred method for smaller sample sizes as it is a non-parametric test, and so it does not assume that the data is normal (Shrout & Bolger, 2002). SPSS syntax from the PROCESS analysis are shown in Appendix XXIX.

Zhao et al (2010) critique the Baron and Kenny's classification of three possible indirect effects, which are full, partial, and no mediation as one-dimensional. Instead they propose five possible mediation outcomes complementary, competitive, indirect-only, direct-only, and no-effect. The hypotheses in this chapter predict a complementary mediation effects of communication and renewal systems (Zhao et al., 2010).

Complementary mediation occurs when the mediated effect and direct effect "both exist and point in the same direction" (Zhao et al., 2010, p. 200). In contrast, indirect-only mediation occurs when the indirect effect exists but the direct effect does not (Zhao et al., 2010). Complementary mediation suggests that the mediator identified fits with the theoretical framework, but that there are also additional mediators that exist in the direct path (Zhao et al., 2010; Rucker et al., 2011; Hayes, 2013a).

Indirect-only mediation is the least commonly reported result yet it is the type of mediation most commonly hypothesized (Iacobucci, 2008). This is because indirect-only mediation has been classified as the gold standard of mediation and hypothesising indirect-only mediation assumes that the researcher is testing a perfect model (Zhao et al., 2010). The reason the hypotheses in this chapter predict complementary mediation is because the relationships it tests are subcomponents of a larger system with potential for several other mediating effects. Without prior statistical testing of the models in this research it is unrealistic to propose indirect-only mediation. The decision was made to

separately examine the mediating effects of renewal and communication systems between collaborative decision making and partnership capital. This decision was made to maintain the simplicity of the models so that the mediating effects of both communication and renewal systems could be analysed and interpreted separately. Zhao et al. (2010) and Hayes (2013a) critique the tendency for researchers to hypothesize indirect-only mediation because doing so limits researchers when considering explanations for other forms of mediation such as competitive or complementary mediation.

7.3.2 Reliability and Validity

To ensure the usability, reliability, and validity of the data, a series of data screening tests were performed prior to the analyses. To begin, the data were systematically examined for missing values, unengaged responses, multicollinearity and normality. It is unacceptable to have missing data in a mediation analysis (Hoyle, 2011). To address the issue of missing data in the sample, an expectations maximization approach was applied, which fills in missing data by calculating the probability for each point of missing data (Kline, 2010). To use expectations of maximization, no variable can have more than 3% missing data. Cases with significant missing data were removed until no variable had more than 3% missing data. Cases were removed in instances where there were more than 5% missing data. Moreover, expectations maximization cannot be used where there is evidence that the missing data is systematic or patterned. Little's MCAR test is used to test for patterns in missing data. The Little's MCAR test indicated that the data were not missing in a systematic manner as it had a significance level of .261, thus making expectations maximization acceptable for addressing issues of missing data in this data

set (Little, 1988). Following these tests, missing data were then inputted following an expectation maximization approach. In addition, the standard deviation of each case was calculated to detect cases where participants were unengaged, which is identified by the variance of individual participant responses. No cases were deleted due to unengaged responses.

The variable inflation factor (VIF) test was used to test for multicollinearity where values over ten are deemed multicollinear (Bowerman & O'Connell, 1990; Evans & Mathur, 2005). The variance inflation factor based on linear regression with the dependent variable PC is $CDM + COM = 1.44$ and $CDM + RE = 1.30$, and so it was determined that multicollinearity is not an issue for the Hypothesis 2 and 3 models. To assess the normality of the data, a skewness and kurtosis test was completed where values with absolute value less than 3.0 were used to assess the normality of the data for each variable (DeCarlo, 1997; Kline, 2010). See Appendix XXVI for skewness and kurtosis values.

Content validity of the Partnership Survey was established through review by experts in local sustainability and partnerships (Karros, 1997). Collaborators such as the director, acting director, and municipal sustainable development coordinator at ICLEI Canada reviewed and provided feedback on the survey questions. The guidance from ICLEI Canada's staff was valuable because they work directly with the target survey participants.

Moreover, other sustainability, social partnership, and quantitative method experts from academia helped to develop the survey questions and provided feedback; experts such as Dr. Amelia Clarke, David Runnalls, Dr. Mark Roseland, Dr. May Seitanidi, and

Dr. Lei Huang helped to develop the survey questions and provided feedback on the survey throughout its development process. Dr. Clarke has been working on environmental and sustainability issues for 25 years and was recognized as one of Canada's top 50 environmental leaders in 2008. Dr. Clarke also studies social partnerships and provided input on the questions about centralized and decentralized partnership structure. David Runnalls has over 44 years of experience in the field of sustainability. Mr. Runnalls is a founding member of the International Institute for Environment and Development and has made significant contributions to the international sustainability movement through his ongoing work. Dr. Roseland, the Director of the Centre for Sustainable Community Development at Simon Fraser University and the author of *Toward Sustainable Communities*, is an expert in sustainable community development. Dr. Seitanidi, the author of the *Political of Partnerships: A Critical Examination of Non-profit-Business Partnerships* and numerous other academic articles on social partnerships, is an expert in this field. Dr. Seitanidi provided input on survey questions that dealt with the structural components of partnerships and partnership outcomes. Dr. Huang is an expert in quantitative research methodology and survey design with a specialization in consumer behaviour and corporate social responsibility. The valuable input and review of the survey questions from each of these subject experts ensures the content validity of the questions asked in this study (Karros, 1997).

To address construct validity, exploratory and confirmatory factor analyses were performed. Factor analysis is a critical tool for addressing issues of validity and measurement of constructs (Hayton, Allen, & Scarpello, 2004; Nunnally, 1978). Both exploratory and confirmatory factor analysis aim to account for the maximum amount of

variance in a group of variables by reducing them into smaller groups of underlying variables, which are called factors (Hayton et al., 2004). Where the theoretical basis does not sufficiently identify the latent patterns behind items, exploratory factor analysis (EFA) is used to develop variables (Hurley et al., 1997).

Four items were removed from the analysis due to low and multiple loadings and low communalities, which indicates that they do not measure what they were intended to measure (Ferguson & Cox, 1993; Pedhazur & Schmelkin, 1991). The variables removed have a communality below 0.50 (MacCallum, Widaman, Zhang, & Hong, 1999). Three items were removed from the communication factor: newsletters, a website, and educational seminars. All three items were derived from primarily North American or European literature, thus overlooking differences around the world (Smith, 2010). It might be the case that partnerships in less developed nations do not have the capacity to create and maintain a website or run regular educational seminars (Sofroniciu, 2005). The fourth item removed was from the partnership capital factor. The item read, “People involved in our collaborative always trust one another.” It is hypothesized that the word ‘always’ in this item affected the way participants answered the question. To address common method variance, Harman’s single factor test was employed where common method bias is an issue if the single factor accounts for the majority of the variance in the unrotated factor solution (Podsakoff & Organ, 1986).

Confirmatory factor analysis addresses construct validity, by testing the model and assessing its fit to the data (Pedhazur & Schmelkin, 1991). The confirmatory factor analysis (CFA) is most appropriately used when the goal is to test hypotheses about the structure of the factors and their relationships to each other (Hoyle, 2011). To examine

the model fit, a number of indices, including comparative fit index (CFI) (>0.90), chi-square/df (CIM/df) (<3), and root mean square error of approximation (RMSEA) (<0.05-1.00), were evaluated (Hoyle, 2011; Hu & Bentler, 2009).

Internal consistency, a measure of reliability (Beckingham & Lubin, 1991), was assessed using two methods: Cronbach’s Alpha and Composite Reliability. Both tests are used to assess internal consistency within the scale, measuring how well the items in the scale complement one another (Hair et al., 2010; Kline, 1999). The values of Cronbach’s α must be greater than 0.70 to suggest good internal consistency for each variable (Kline, 1999). A product of the CFA, composite reliability (CR) tests with acceptable values greater than 0.70 indicate good internal reliability (Hair et al., 2010).

The instrument used for this study included items for collaborative decision making, renewal systems, communication systems, and partnership capital variables. Table 17 shows the number of items in each variable. For a complete list of the items in each variable see Appendix XXV.

Table 17: Summary of partnership survey instrument

Variables	Number of Items
Collaborative Decision Making (CDM)	2
Renewal Systems (RE)	4
Communication Systems (COM)	4
Partnership Capital (PC)	9

7.3.3 Limitations

The data for this study were collected through a single-source survey method. A concern with this method is common method bias, which is an issue for researchers who collect data on the independent and dependent variables using a single source (Avolio, Yammarino, & Bass, 1991, Williams & Brown, 1994). A suggested remedy for

addressing this bias is to use different methods to collect data for the dependent and independent variables (Avolio et al., 1991). There are three reasons that the data in the partnership survey could not be obtained from two sources. First, there is a lack of publically available data about the partnerships' structures and outcomes, so this could not be used to confirm participant answers. Second, it was important in this survey to reduce social desirability bias, so participants needed to be anonymous. Thus it was not possible to match partner responses with local government responses. Finally, for a feasibility perspective, the time and cost of administering separate surveys to partners and local governments exceeded the resources of this dissertation.

Since the data could not be obtained through different sources, the issues related to common method bias were addressed using procedural and post hoc statistical remedies (Avolio et al., 1991). Two procedural remedies were employed. First, to avoid self-report bias, the survey was organized so that there was a psychological separation between the independent and dependent variables (Podsakoff et al., 2003). For instance, different parts of the survey were created to appear separate, and outcome variables for two different studies were included to avoid a clear connection between the independent and dependent variables. Second, to avoid social desirability bias, the survey was made anonymous.

In addition, two post hoc statistical procedures were taken to assess common method bias in this study. First, Harman's Single Factor test was employed to detect common method bias. The results of the test indicated sufficient loading on more than one factor, meaning that common method bias was not detected by this method (Podsakoff & Organ, 1986). Second, a single unmeasured latent factor was controlled for

in the model and the results between the model with and without the marker variable were compared (Podsakoff et al., 2003). The result of the marker variable test indicates that common method bias may be present in the data set (Williams & Brown, 1994). The ‘marker’ variable test is more robust than Harman’s single factor test, so common methods bias may be a limitation in this study (Podsakoff et al., 2003, Richardson, Simmering, & Sturman, 2009). A challenge with the ‘marker’ variable test is that it does not indicate which common method bias is present. However, given the nature of the data, it is hypothesized that self-report bias is present (see Appendices XXVII and XXVIII for the results of this test).

7.4 Results: New Relational Insights at the Partnership Level

The Pearson correlations matrix indicates that there are moderately strong positive correlations among collaborative decision making, partnership capital (“PC” 0.40), renewal systems (“renewal” 0.46), and communication systems (“communication” 0.55). As well, there are moderately strong correlations between renewal and PC (0.41) and communication and PC (0.42) (Table 18). The results of the bivariate analysis indicate correlations between the independent variable (i.e., collaborative decision making) and the dependent variable (i.e., partnerships capital). As well, the bivariate analysis indicates correlations between the independent variable and the mediating variables (renewal and communication), and correlations between the mediating variables and the independent variable. Table 18 below summarizes these results.

Table 18: Bivariate correlations

	1	2	3	4	5
1. CDM	1				
2. PC	0.40*	1			
3. Renewal	0.46**	0.41**	1		
4. Communication	0.55**	0.42**	0.35**	1	

The results of the bivariate correlations of the unstandardized residuals from the variables after they were regressed on the control variables; maturity of partnership and number of partners show that the control variables have little or no effect on the correlations between the variables. Table 19 below summarizes these results.

Table 19: Bivariate correlations with control variable residuals

	1	2	3	4	5
1. CDM*	1				
2. PC*	0.41*	1			
3. Renewal*	0.46**	0.40**	1		
4. Communication*	0.55**	0.45**	0.36**	1	

7.4.1 Hypothesis Testing: Collaborative Decision Making Relational Process

To test Hypothesis 1, an independent sample t-test was used to check if there was a statistically significant difference in partnership capital between partnerships exhibiting high and low collaborative decision making (CDM). CDM (formerly in a five-point Likert scale) was categorized to high CDM >3.01 and low CDM ≤ 3 using a median split. For reference, the mean CDM of high-CDM partnerships is 4.45, and the mean CDM of low-CDM partnerships is 2.34. The results summarized in Table 20 indicate that partnerships with high-CDM gain more partnership capital than do those with low-CDM partnerships. These results support Hypothesis 1.

Table 20: Results of independent sample t-test showing the difference in means for partnership capital between high and low CDM groups

	High CDM (n=68)		Low CDM (n=27)		t-value
	Mean	SD	Mean	SD	
Partnership Capital	4.10	0.78	3.47	0.65	-3.72***

* $p < .05$, ** $p < .01$, *** $p < .001$

7.4.2 Exploratory Factor Analysis for Hypothesis 2

A principal axis factor analysis was conducted on fifteen items with oblique rotation (direct oblimin). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis as KMO= 0.85 (‘meritorious’ according to Hutcheson, 1999), and with the exception of three variables, all the KMO values for individual items were greater than 0.70, which is well above the acceptable limit of 0.50 (Field, 2013). An initial analysis was run to obtain eigenvalues for each factor in the data. Three factors had eigenvalues over Kaiser’s criterion of 1, and in combination explained 66.43% of the variance. The scree plot showed inflection that would justify retaining three factors (see Appendix XXX for the scree plot). Combining Kaiser’s criterion and information from the scree plot, it was decided to retain three factors (Cattell, 1966; Field, 2013).

Given the sample size of N=94, the cut-off point for an item to be included in a factor was 0.50 with the exception of COM 4²⁵, which has a loading of 0.39. The decision to retain COM 4 is based on the importance placed on this item in the literature (Huxham, 1993; Dyer & Nobeoka, 2000). There are a number of rules of thumb for deciding on appropriate factor loadings in relation to sample size (Field, 2013). Stevens (2002) recommends that for a sample size of 100, the cut-off for factor loadings should be 0.51.

²⁵ Note: COM4 is the item: Annual or regular meetings with partners to discuss progress and next steps.

Guadagnoli and Velicer (1988) found that regardless of sample size, factors with four or more loadings over 0.60 are reliable. Moreover, the communalities of the variables are important for smaller sample sizes; in general, samples of 100 communalities in the range of 0.50 are acceptable (MacCallum, Widaman, Zhang, & Hong, 1999). The communalities for the variables in this study fall into the average range of 0.50. See Table 21 for the factor loadings after rotation. The items that cluster on the same factor suggest that factor 1 represents collaborative decision making (CDM), factor 2 represents communication (COM), and factor 3 represents partnership capital (PC).

Table 21: Results of exploratory factor analysis with communication systems

Item	CDM	COM	PC
Strategic decisions are made collaboratively by more than one partner (CDM1)	-0.78	0.20	-0.03
Implementation decisions are made collaboratively by more than one partner (CDM2)	-0.79	0.07	0.07
Regular email updates sent to partners (COM1)	-0.08	0.69	0.03
Partner networking events (COM2)	0.13	0.84	-0.00
Awards and/or recognition events for partners (COM3)	-0.24	0.44	-0.02
Annual or regular meetings with partners to discuss progress and next steps (COM4)	-0.23	0.38	0.22
Partners are able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership (PC1)	-0.28	0.01	0.60
The groups has the ability to survive even if it had to make major changes in its plans or add new members to reach its goals (PC2)	-0.15	0.09	0.50
Sustainability knowledge in the local authority has improved (PC3)	-0.02	-0.08	0.79
Sustainability knowledge among partners has increased (PC4)	0.07	0.01	0.90
The partners have a better understanding of the sustainability issues in the community (PC5)	0.21	0.10	0.76
Positive professional relationships have formed among the partners (PC6)	0.10	0.02	0.89
Partners have an improved understanding of each other's perspectives (PC7)	0.05	0.02	0.87
Positive relationships have formed between the community and the partners (PC8)	-0.06	-0.02	0.79
Communication among the people in this collaborative group happen at both formal meetings and in informal ways (PC9)	-0.34	-0.07	0.60
Eigenvalues	1.10	2.26	6.61
% of variance	7.31	15.06	44.06

Summary of exploratory factor analysis results for the SPSS partnership survey (N=94)
 Note: Factor loadings over absolute value of 0.50 appear in bold with the exception of COM 5 which is bolded as it loads onto COM.

7.4.3 Confirmatory Factors Analysis for Hypothesis 2

All the variables achieved acceptable levels²⁶ of internal reliability, with Cronbach's alpha ranging from 0.77 (Communication) to 0.92 (Partnership Capital) (Kline, 1999) and composite reliability (CR) ranging from 0.77 (Communication) to 0.92 (Partnership Capital) (Hair et al., 2010). The factor loadings ranged from 0.55 to 0.94 (see Table 22 for the results of the CFA). The CFA indicated an acceptable model fit²⁷: the chi-square/df CMIN (CMIN/DF) = 1.57, the Root Mean Square Error of Approximation (RMSEA) = 0.08; and the Comparative Fit Index (CFI) = 0.95.

Table 22: Results of confirmatory factor analysis communication systems and Cronbach's Alpha

Variables	Factor Loadings	CR	α	Variables	Factor Loadings	CR	α
Collaborative Decision Making		0.86	0.83	Partnership Capital		0.92	0.92
CDM1	0.94			PC1	0.65		
CDM2	0.80			PC2	0.55		
Communication		0.77	0.77	PC3	0.72		
COM2	0.79			PC4	0.84		
COM3	0.60			PC5	0.67		
COM4	0.53			PC6	0.86		
COM5	0.75			PC7	0.83		
				PC8	0.83		
				PC9	0.66		

Note. CR=Composite Reliability, α =Cronbach's Alpha

7.4.4 Hypothesis Testing: Communication Systems Relational Structure

There was a significant indirect effect of collaborative decision making on partnerships capital through communication systems, $b=0.11$, BCa CI²⁸ [.03, .24] (see Figure 8). The

²⁶ Acceptable level for Cronbach's Alpha is any value above .70.

²⁷ See criteria for acceptable model fit in the Reliability and Validity section of this chapter.

²⁸ Note: BCa CI stands for Adjusted Bootstrap Confidence Interval.

R^2 value indicates that this model explains 26.5% of variance in partnership capital. The standardized indirect effect is $b=.18$, 95% BCa CI [.044, .355], representing a meaningful indirect mediation effect of about 18%. Type I error was controlled within the 95% confidence interval. The output for the results of this statistical test can also be found in Appendix XXXII²⁹. These findings support Hypothesis 2, thus according to partner perceptions, CDM partially and positively operates via communication systems to gain partnership capital, thus the mediation effect found in this analysis is complementary mediation (Zhao et al, 2010).

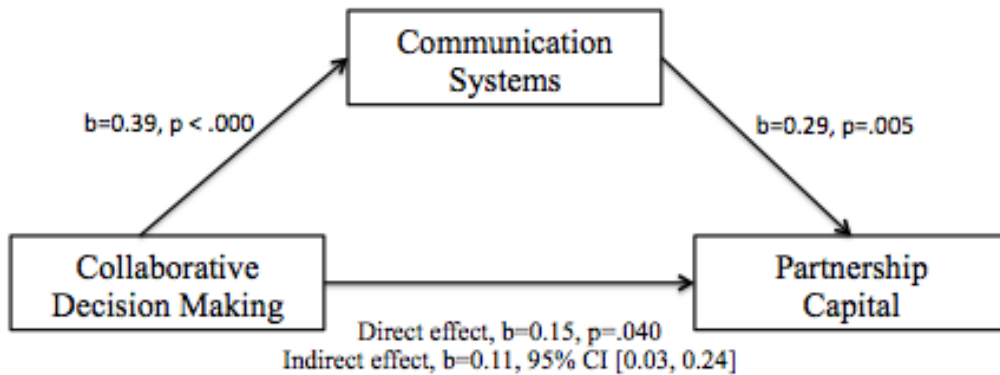


Figure 8: Model of collaboration decision making as a predictor of partnership capital, mediated by communication systems. The confidence interval for the indirect effect is a BCa CI based on 1000, constructed through a resampling process called bootstrapping.

7.4.5 Exploratory Factor Analysis for Hypothesis 3

²⁹ Note: The results for the Sobel test can also be found in Appendix XXXII under the title Normal theory tests for indirect effect. While the Sobel test supports my findings (i.e., it is significant), I do not use it in my results because it is not necessary for the mediation tests where the bootstrap method is used as the bootstrap method is more rigorous and powerful than the Sobel test (Zhao et al., 2010). Type I error was controlled within the 95% confidence interval.

A principal axis factor analysis was conducted on fifteen items with oblique rotation (direct oblimin). The Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis, KMO= .84 ('meritorious' according to (Hutcheson, 1999); furthermore, all the KMO values for individual items were greater than .70, which is well above the acceptable limit of .5 (Field, 2013). An initial analysis was run to obtain eigenvalues for each factor in the data. Three factors had eigenvalues over Kaiser's criterion of 1 and in combination explained 69.21% of the variance. The scree plot showed inflection that would justify retaining three factors (see Appendix XXXI for the scree plot). Combining Kaiser's criterion and information from the scree plot, it was decided to retain three factors (Cattell, 1966; Field, 2013). Given the sample size of N=94 the cut-off point for a variable to be included in a factor was .50. The commonalities for the variables in this study fall into the average range of .50. Table 23 shows the factor loading after rotation. The items that cluster on the same factor suggest that factor 1 represents collaborative decision making (CDM), factor 2 represents renewal (Re), and factor 3 represents partnership capital (PC).

Table 23: Results of exploratory factor analysis renewal systems

Item	CDM	RE	PC
Strategic decisions are made collaboratively by more than one partner (CDM1)	0.82	0.04	-0.02
Implementation decisions are made collaboratively by more than one partner (CDM2)	0.88	0.01	0.02
Report on local government and partner sustainability actions (RE1)	-0.14	0.84	-0.01
Identify necessary adjustments required for meeting the community's sustainability goals (RE2)	0.02	0.93	-0.01
Allow for adjustments to be made to the community's sustainability goals (RE3)	0.21	0.63	-0.02
Facilitate the timely renewal of the community sustainability plan (RE4)	0.14	0.50	0.18
Partners are able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership (PC1)	0.25	0.12	0.53
The groups has the ability to survive even if it had to make major changes in its plans or add new members to reach its goals (PC2)	0.24	-0.01	0.50
Sustainability knowledge in the local authority has improved (PC3)	-0.04	0.08	0.76
Sustainability knowledge among partners has increased (PC4)	-0.01	-0.07	0.91
The partners have a better understanding of the sustainability issues in the community (PC5)	-0.04	-0.16	0.80
Positive professional relationships have formed among the partners (PC6)	-0.10	-0.01	0.90
Partners have an improved understanding of each other's perspectives (PC7) -	-0.07	0.07	0.86
Positive relationships have formed between the community and the partners (PC8)	0.01	0.136	0.75
Communication among the people in this collaborative group happen at both formal meetings and in informal ways (PC9)	0.22	0.16	0.50
Eigenvalues	1.23	2.41	6.74
% of variance	8.21	16.07	44.93

* Summary of exploratory factor analysis results for the SPSS partnership survey (N=94)
 Note: Factor loadings over absolute value of .50 appear in bold.

7.4.6 Confirmatory Factor Analysis for Hypothesis 3

All the scales achieved acceptable levels of internal reliability, with Cronbach's alpha ranging from 0.83(collaborative decision making) to 0.92(partnership capital) (Kline, 1999) and composite reliability (CR) ranging from 0.85 (renewal) to 0.92 (partnership capital) (Hair et al., 2010). The factor loadings ranged from .54 to .94 (see Table 24 for

the results of the CFA). The CFA indicated an acceptable model fit³⁰: the chi-square/df (CMIN/DF) = 1.93, the Root Mean Square Error of Approximation (RMSEA) = .10; the Comparative Fit Index (CFI) = .92.

Table 24: Results of confirmatory factor analysis renewal systems and Cronbach's Alpha

Variables	Factor Loadings	CR	α	Variables	Factor Loadings	CR	α
Collaborative Decision Making		0.86	0.83	Partnership Capital		0.92	0.92
CDM1	0.82			PC1	0.65		
CDM2	0.92			PC2	0.54		
Renewal		0.85	0.87	PC3	0.72		
RE1	0.74			PC4	0.82		
RE2	0.94			PC5	0.65		
RE3	0.75			PC6	0.86		
RE4	0.62			PC7	0.83		
				PC8	0.85		
				PC9	0.70		

Note. CR=Composite Reliability, α =Cronbach's Alpha

7.4.7 Hypothesis Testing: Renewal Systems Relational Structure

There was a significant indirect effect of collaborative decision making on partnerships capital through renewal systems, $b=0.08$, BCa CI [0.01, 0.20] (see Figure 9). The R^2 value indicates that this model explains 25.2% of variance in partnership capital. The standardized indirect effect is $b=.13$, 95% BCa CI [0.021, 0.28] representing a modest but meaningful indirect mediation effect of about 13%. Type I error was controlled within the 95% confidence interval. The output for the results of this statistical test can also be found in Appendix XXXIII³¹. These findings support hypothesis 3, meaning that CDM

³⁰ See criteria for acceptable model fit in the Reliability and Validity section of this chapter.

³¹ Note: The results for the Sobel test can also be found in Appendix XXXIII under the title Normal theory tests for indirect effect. While the Sobel test supports my findings (i.e., it is significant), I do not use it in my results because it is not necessary for the

partially and positively operates via renewal systems to gain partnership capital, thus the mediation effect found in this analysis is complementary mediation (Zhao et al, 2010).

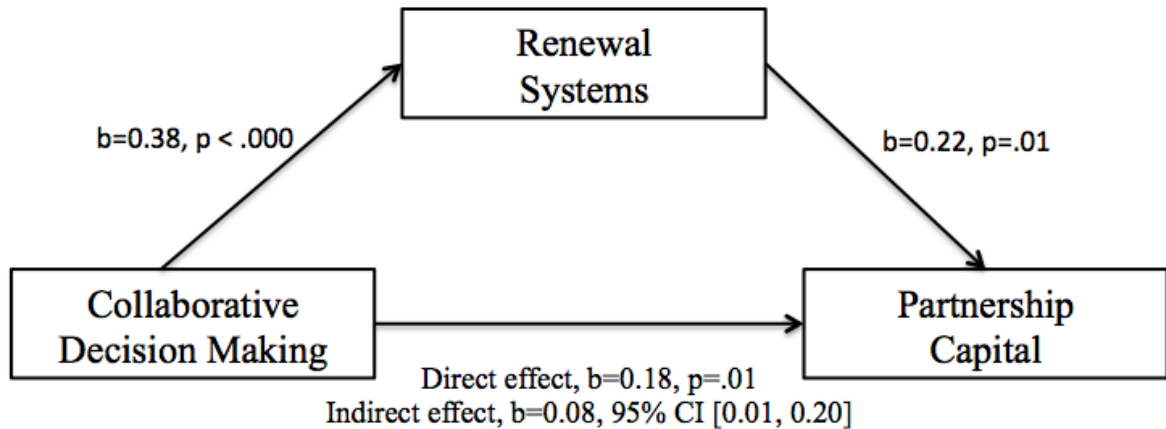


Figure 9: Model of collaborative decision making as a predictor of partnership capital, mediated by renewal systems. The confidence interval for the indirect effect is a BCa CI based on 1000, constructed through a resampling process called bootstrapping

7.5 Discussion: A Partnership Perspective

The purpose of this research is to advance empirical research and theory on socially-driven multi-stakeholder partnerships, specifically to advance knowledge of how relational structures influence outcomes at the partnership level of analysis. A framework for understanding interactions between relational processes and their combined structural influence on partnership level outcomes was developed. The framework adopts aspects from relational view theory to understand relationships between structures and outcomes. It uses collaborative advantage theory to conceptualize partnership capital. Finally, it draws specific empirical indicators from the social partnership literature. The framework

mediation tests where the bootstrap method is use as the bootstrap method is more rigorous and powerful than the Sobel test (Zhao et al., 2010). Type I error was controlled within the 95% confidence interval.

was also empirically tested using survey data collected from ninety-four expert participants. The findings presented in this chapter support hypotheses 1, 2, and 3, and suggest that as per partner perceptions, effective governance, determined by level of CDM and knowledge-sharing routines, determined by evidence of communication and renewal systems, work together to contribute to the robustness of the partnership, as indicated by the level of partnership capital.

This research makes three key contributions to the literature. First, this chapter introduces a framework to show how relational processes may work together to form two relational structures that influence outcomes. The purpose of this framework is to initiate a discussion about ‘how’ partnership implementation structures relate to outcomes. Insights from this discussion contribute to a deeper understanding of how partnerships can take strategic action, thus contributing to an important conversation at the frontier of theory-building in social partnership research (Branzei & Le Ber, 2014).

Second, using partnership level outcomes from the social partnership literature, this chapter aggregates nine items to conceive how we might assess resources at the partnership level. The partnership capital variable makes the conceptual argument that at the partnership level of analysis process outcomes, which include aspects of human, social, and adaptive capital measure partnership capital. This chapter’s empirical test of the partnership capital variable found high factor loading between the nine items. This provides empirical evidence in support of the conceptual argument that these items are measuring the same thing, identified in this study as partnership capital.

Third, this research contributes by using mediation analysis to examine statistical relationships between variables. Mediation analysis and, more generally, survey methods

are uncommon in social partnership research (Branzei & Le Ber, 2014). While case studies, commonly used by social partnership researchers, provide a context-rich overview of partnership development, implementation, and outcomes, they cannot isolate and test relationships between key factors. Using new methods that identify relationships between variables is a first step in addressing questions about ‘how’ partnerships can achieve desirable outcomes. For instance, quantitative methods, such as experimental, survey, and database methods that allow researchers to isolate factors to test for statistically significant relationships between variables provide important opportunities for social partnership researchers (Hoyle, 2011). This chapter initiates the development of reliable and valid variables, thus inviting partnership researchers interested in ‘how’ partnerships achieve results to use mediation or other relationship modeling methods.

7.5.1 Contributions to Literature

The theoretical contributions of this study are to relational view theory and social partnership literatures. The *Structure to Partnership Capital Framework* is the primary theoretical contribution of this research. The partnership literature has long attributed various factors to partnership success, such as complementarity of resources (Duschek, 2004), leadership (Ospina & Foldy, 2010), trust (Huxham & Vangen, 2005), structure (Bryson et al., 2006; Clarke, 2014) and effective governance (Dyer & Singh, 1998). Likewise, relational view assumes direct and distinct relationships between the four determinate factors and relational rents (Dyer & Singh, 1998), but does not explore how the factors interact.

Some research has made theoretical propositions about how select factors might interact to create partnership success. For instance, collaborative advantage theory has

identified several themes across collaborative practices and graphically illustrates these themes as overlapping, assuming interdependence between themes (Huxham, 1996). With the exception of Clarke's (2014) examination of partnership implementation structures, few empirical studies have explored interaction between subcomponent processes in structure. Some research has theorized the interaction between structure to outcomes (see Bryson et al., 2006; Koschmann et al., 2012), but a gap in empirical evidence to support theoretical propositions leave an appetite for more contributions in this area. This research has addressed these gaps in the social partnership literature by indicating the possibility that the relationship between CDM and partnership capital operates through knowledge-sharing processes. In other words, it may be that CDM has an effect on communication and renewal systems that are linked to partnership capital. The theoretical contribution to relational view is evidence that the relational processes theorized to generate relational rent can work together in a structure, instead of separately, to achieve better results.

Another contribution of this chapter is the partnership capital variable that was developed to test for the robustness of the partnership. Research has shown that the strength of the social ties between partners (Leach et al., 2002; Mullen & Allison, 1999), the intelligence and capacity for learning (Hardy et al., 2003), and capacity of the partnership to adapt to changing circumstances (Huxham, 2003; Waddock, 1989) are fundamental to the partnership's capacity to achieve success. This chapter aggregates empirical indicators from the literature to develop a single item variable that measures the robustness of a partnership. The partnership capital variable informed by the social partnership literature, and tested through exploratory and confirmatory factor analyses,

can be adapted and used by researchers interested in studying social partnerships using statistical methods such as mediation or moderation analyses.

Finally, this research answers a call for new methods to revive old theories used in social partnership research (Branzei & Le Ber, 2014). This research illustrates the role that mediation and perhaps moderation can play in helping social partnership researchers identify generalizable relationships that transcend context. In doing so, this research contributes to the theory-building that partnership researchers are being called to develop (Branzei & Le Ber, 2014).

7.5.2 Implications for Practice

Local governments typically initiate the development of community sustainability plans (Spangenberg, 2002). Sustainable development challenges even at the local level do not have obvious solutions, affect multiple parties, and require participation and cooperation of multiple groups (Echebarria et al., 2004). Local governments are advised to approach the formulation and implementation of community sustainability plans inclusively and collaboratively (United Nations, 2009). As the founder of the community sustainability plan, the local government is often tempted to maintain a high degree of control, especially in the realm of decision making (Jörby, 2002). The findings indicate that it may be that local governments whom entrust the partners with decision making responsibilities also gain more partnership capital. Dynamic governing, characterized by joint-policy making and action, results in sustainable development policy success (Evans et al., 2006). In other words, when the local government is the catalyst, but not necessarily, the driver of community sustainability, the multi-stakeholder partnership is more robust and more likely to build capacity necessary for achieving results on its

sustainable development goals (Evans et al., 2006).

The findings in this study also indicate that while collaborative decision making may contribute to stronger partnerships, this relationship is mediated by knowledge-sharing routines. These findings suggest that formalized patterns for exchanging explicit knowledge and learning may work with collaborative decision making to build the capacity of multi-stakeholder partnerships. Local governments that aim to build partnership capital by engaging partners in decision making should understand that their efforts could be inadequate without formalized patterns for sharing knowledge. Where there is no clear path to a solution, processes that facilitate regular assessment, reflection, and change are critical for partnerships driven to create social good (Le Ber & Branzei, 2010b). Moreover, processes that facilitate regular exchange of knowledge help partners to build a shared identity, which strengthens partner commitment (Dyer & Nobeoka, 2000). In essence, while local governments are encouraged to give partners autonomy over decision making, they must also ensure that the appropriate structures are in place to facilitate ongoing communication and learning among partners. These findings suggest that the local government's role may be to facilitate partner interactions rather than controlling decision making. Through case study work, others have also contributed similar findings; for instance, Kolk et al. (2008) found that partners view the role of government as donor and facilitator.

7.5.3 Direction for Future Research

The study is an exploratory theory-building quantitative study. It used survey data for mediation analysis to explore questions about the interaction between relational structures and partnership outcomes. The mediation analysis method is new to the social partnership

field; therefore, early work, such as the framework in this study, will require further testing and refinement by additional research to ensure its validity and generalizability. Specifically, four potential areas for future research are discussed in this section.

First, because this study uses a survey method, which is new to social partnership research, there are no pre-existing variables that can be used to measure the constructs in this chapter. Future research using statistical methods, such as mediation and moderation analysis with data collected by surveys, is needed to extend the capacity of partnership research to build theory based on reliable models (Branzei & Le Ber, 2014).

Second, the framework tested in this study was tested in the context of sustainable development multi-stakeholder partnerships. There are some idiosyncrasies related to this type of partnership; for instance, sustainability issues tend to require long-term solutions, and so these partnerships have long time horizons (Clarke, 2014). Long term partnerships are more likely to have formal governance systems at the partnership level, which might not be applicable for partnerships working on social issues that have shorter timelines (Rufín & Rivera-Santos, 2014). To build theory about multi-stakeholder partnerships, the framework proposed in this study needs to be tested in other contexts with larger sample sizes to gain a level of generalizability upon which a theory can be built. Researchers interested in building theory in the social partnership field can adapt and test the framework to other contexts to build on the work done in this study.

Third, the survey participants in this study are decision makers or facilitators in the partnerships implementing the community sustainability plans. For this study, it was necessary to collect data from these partners. They have the most accurate information and understanding of activity and outcomes at the partnership level as they often hold

secretariat or key facilitator roles. The challenge here is that the decision makers or facilitators do not necessarily understand outcomes at the partner level. To gain a complete understanding of the impact of the partnership to the partner, partnership, and societal levels, a survey including all partners, including the decision makers and facilitators, would provide additional insights.

Finally, this study isolates two relational structures to test their interaction with partnership capital. Given the complementary mediation findings, other potential mediators remain unexamined, other possible mediators could include different oversight structures that range from full local government control to collaborative task force groups made up of partners (Clarke, 2014). Researchers interested in examining other possible relational structures can examine how subcomponents of oversight interact with CDM to influence outcomes. Moreover, this study examines partnership-level outcomes, but does not examine the societal level impact of the multi-stakeholder partnerships. There is an appetite in the social partnership field for more work that examines the occurrence of systematic social changes from partnerships (Branzei & Le Ber, 2014).

7.6 Conclusion: A New Generation of Cross-Sector Partnership Research

In this chapter, a conceptual framework that examines the relationship between partnership level relational structure and outcomes is introduced and empirically tested. The logic underpinning the interactions proposed in the framework are drawn from relational view and collaborative advantage theories. Specific empirical indicators are borrowed from the social partnership literature. This study builds on emerging research on partnership level activity, by examining relationships between structures and outcomes. The findings indicate that where respondents perceived relational structures

that engaged partners in decision making and facilitated knowledge exchange and learning, they also perceived that the partnership built stronger relationships between partners, have a collective understanding about the problem domain, and more have more capacity to adapt to changing circumstances.

This study is part of a new generation of research on social partnerships that seeks to build theory by examining the relational phenomenon at and between multiple levels. Like this study's use of mediation analysis, the upcoming generation of research will experiment with new methods to explore the unanswered questions about social partnerships. The unanswered questions in social partnership research are not explained by existing theory and methods. Up until now existing theory has allowed researchers to examine the role of partners, but there is a desire to understand cross-sector interactions at the partnership level (Seitanidi & Crane, 2014). Consensus is growing among social partnership researchers that the time has come for the use of different methods to develop new or enrich old theories (Branzei & Le Ber, 2014). The aim of this chapter is to start on a new path in social partnership research and to encourage more researchers to take risks by using new methods. All this, so that we can build theories that help more sophisticated insights into cross-sector interactions, so that we might reimagine these partnerships as vehicles for social good (Seitanidi & Crane, 2014).

Chapter 8: Conclusion

The research in this dissertation explores how structures and the subcomponent processes within them influence outcomes at the partner and partnership level in Local Agenda 21 (LA21) multi-stakeholder partnerships. Three research questions were developed: (1) Based on partner perceptions, what resources can partner organizations gain during their involvement in implementing community sustainability plans as members of multi-stakeholder partnerships in the Canadian context and of those resources what do they value most? (2) Based on partner perceptions, does internal implementation structure that results from participation in the partnership, influence partner capital, including resources such as physical/financial, human, organizational and shared capital, at the partner level? (3) Based on partner perceptions, how does plan implementation structure influence partnership capital, at the partnership level?

This dissertation did not examine plan outcomes, which measure the partnership's ability to achieve its sustainability goals. Instead it examined partner perceptions about positive partner and process outcomes, called partner and partnership capital respectively. The value of understanding partner perceptions about gains in partner and partnership capital is that it points to what partners value, indicating intermediary outcomes that may lead to the ultimate success of the partnership to achieve its community-wide sustainability goals as identified in the sustainability plan.

The goal of this dissertation is to explore these relationships on a larger scale than is possible using a case study or interview method. To achieve this goal two different surveys were used to collect data. The Partner Survey was designed to collect data from

LA21 partnership partners and answered research questions 1 and 2. The Partnership Survey was designed to collect data from local authorities or entities leading the LA21 process and answered research question 3.

This research was done in partnership with ICLEI Canada and ICLEI Global. Surveys were administered with the help of ICLEI Canada and data was collected from ICLEI Global member communities. ICLEI's members are all involved in the LA21 process of implementing community sustainability plans with ICLEI's support. The questions in the survey were developed in collaboration with ICLEI Canada and other experts in the partnership and sustainable development fields.

As discussed in the preamble, this dissertation is a hybrid of the monographic and manuscript style theses. Chapters 1-4 and 8 reflect the monographic style thesis and identify the contextual, theoretical, and methodological overlap across Chapters 5-7. Chapter 1 introduces the context for this dissertation, the research questions, and the perspective taken to address the research questions. Chapter 2 provides background for sustainable development, Local Agenda 21, and the role of multi-stakeholder partnerships in the LA21 process. Chapter 3 introduces the overarching concepts and theory that connect Chapters 5, 6 and 7. Briefly, Chapter 3 provides a conceptual description of multi-stakeholder partnerships, explains structure, as it is understood in the strategic management literature, and positions the concept of outcomes using accounts from the social partnership literature. Chapter 4 provides a detailed account of how the methods in Chapters 5, 6, and 7 inform and build on each other.

Chapters 5, 6, and 7 are stand-alone articles, but together Chapters 5, 6, and 7 explain structures and outcomes at the partner and partnership levels in the multi-

stakeholder partnership. Chapter 5 and 6 examine structure and outcomes at the partner level, while Chapter 7 examines structure and outcomes at the partnership level. Chapter 5 indicates that according to partner perceptions there is implementation activity at both the partner and partnership-levels with the findings that partnerships can result in new internal and external processes, programs and/or entities. Chapter 6 builds on findings from Chapter 5, further investigating the link between partner level implementation³² and partner capital by comparing perceptions about capital gains between partners who perceive internal implementation and those who do not. Chapter 7 also builds on Chapter 5 further by investigating how perceptions about partnership-level implementation³³ influence perceived partnership capital. See Figure 10 below for an illustration of how the three empirical chapter findings build on each other.

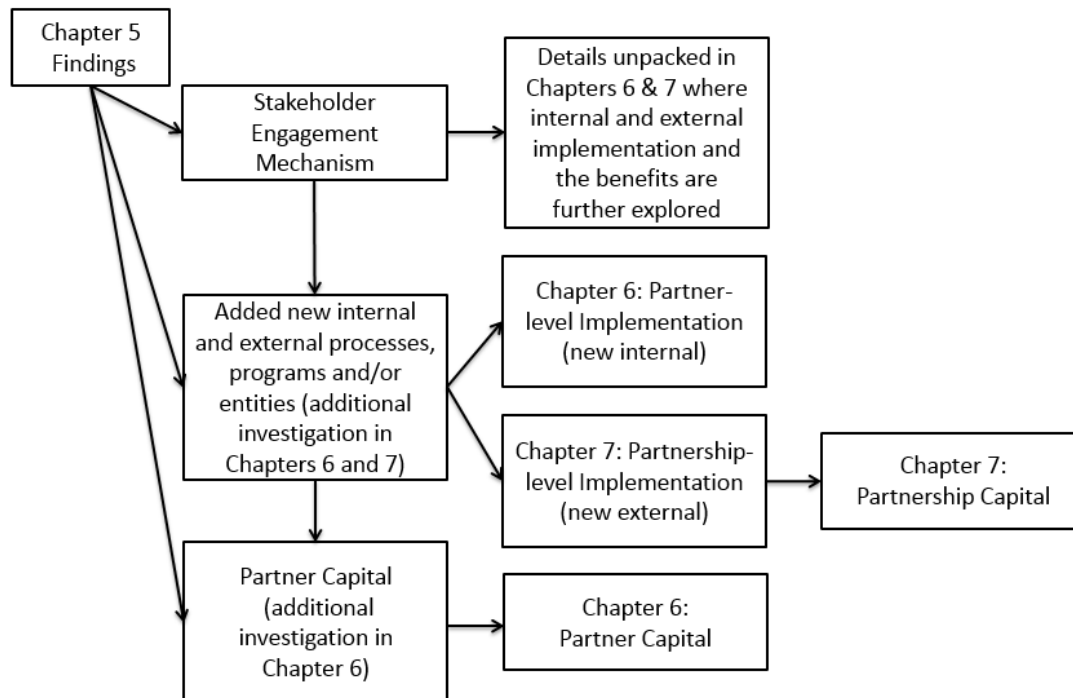


Figure 10: Connections between Chapters 5, 6 and 7

³² New internal processes, programs, and/or entities

³³ New external processes, programs, and/or entities

This chapter summarizes the key findings from Chapters 5, 6, and 7. It then discusses the overarching contributions to the social partnership literature made by this dissertation. Following this, it presents the key implications of the findings to practice. Finally, it briefly discusses ideas for future research.

8.1 Summary of Research Findings

8.1.1 Chapter 5: Multi-Stakeholder Partnerships for Sustainability: A Resource-Based View of Partner Outcomes

This research investigates how partners participate in partnerships for local sustainability, what outcomes they gain from their involvement, and what outcomes they value most. It uses data collected from the partner survey to answer research question 1.

In this chapter a list of resources were found as partner outcomes from the multi-stakeholder partnerships studied. These resources were organized into categories of capital identified in traditional RBV literature, physical/financial, human, and organizational capital (Barney, 1995). The resources categorized as physical/financial capital include cost savings and improved efficiency due to partnership involvement. Resources categorized as human capital include gained knowledge due to engagement in the partnership. The majority of resources were categorized as organizational capital and while they all technically fit into this category (i.e., the outcomes of the firms external and internal relationships and activities or processes) additional nuance of categorization would be valuable. The resources identified as organizational capital include built relationships and social capital, improved reputation, gained influence, accessed marketing opportunities, accessed business opportunities, increased capital due to new engagement mechanisms, added new internal and external processes, programs and/or entities, and increased impact on community sustainability. The final group of resources,

increase on the impact of community sustainability, is somewhat ill fitted to the organizational capital category and thus was separated out of organizational capital in Chapter 6 and placed into a new category, shared capital.

First, this chapter found that partners frequently participate by reallocating resources inside their organizations making internal changes that achieve their individual sustainability goals, indirectly contributing to their community's sustainability plan goals. Second, partners use the partnership to share risks related to developing new external programs, processes, and entities created to achieve the community's sustainability goals. Third, this chapter found that partnership activities such as task force working groups and awards galas function as stakeholder engagement mechanisms for partners. Fourth, in multi-stakeholder partnerships, partners mostly gain knowledge (in particular, sustainability knowledge) and improved relationships with other partners and the community. Finally, the outcomes ranked as most valued by partners were opportunities for networking, improved reputation, and learning.

8.1.2 Chapter 6: Multi-Stakeholder Partnerships for Sustainability: A Resource-Based View of Partner Implementation and Outcomes

Chapter 6 studies partner outcomes through a resource-based view to understand what might make resources valuable, and specifically to understand how internal implementation structures help partners to capture value from the partnership in the form of partner capital. It used data collected from the Partner Survey to answer the research question 2.

Based on partner perceptions the major finding in Chapter 6 is that partners who implement the community sustainability plan by making internal structural changes that

support their own sustainability goals (i.e., high IIS) perceive more gains of financial, human, organizational, and shared capital than those who implement the plan without making internal structural changes (i.e., low IIS). More specifically, the internal structural changes that contribute to these results include creating new sustainability-related job(s), departments or offices, or processes (i.e., internal communication, reporting, or monitoring regarding sustainability). Broadly, partner capital are the resources that theoretically provide strategic value to partners as defined by criteria presented in Barney's (1995) VRIO Framework. Such resources include increased internal knowledge about sustainability, other partners, and the community, improved relationships between the partner organization and other partner and the community, improved financial performance, and progress or influence over internal and community sustainability goals.

8.1.3 Chapter 7: Multi-Stakeholder Partnerships for Sustainability: A Relational View of Partnership Implementation and Outcomes

Chapter 7 uses relational view to examine how partnership structures influence partnership capital. Data collected from the partnership survey were used to answer research question 3.

First, this chapter which was based on partner perceptions found that partnerships that engage partners collaboratively in strategic and implementation decision making (i.e., high CDM) have more gains of sustainability knowledge, more positive internal and external relationships, and a greater ability to adapt to changing circumstances (i.e., partnership capital) than partnerships with low CDM. This chapter also found that partnerships with structures that have CDM and communication systems, such as annual partner meetings and regular email updates, have more partnership capital than

partnerships that do not have these structures. In addition, it found that structures with CDM and renewal support, such as reporting on partner sustainability actions, identifying necessary adjustments required to continue progress, and enabling timely renewal of the community sustainability plan also have more partnership capital than partnerships that do not have these structures.

8.2 Contributions to Literature

This dissertation makes three overarching, but interconnected conceptual contributions. It also makes two smaller contributions related the type of partnerships studied and the approach taken to study them. The contributions of this dissertation are discussed in detail below.

8.2.1 Contribution 1: Understanding Partner Outcomes of Multi-Stakeholder Partnerships

This dissertation contributes to the social partnership literature by examining partner outcomes of multi-stakeholder partnerships. The research in this dissertation is significant because there is an appetite to better understand outcomes of multi-stakeholder partnerships as this type of partnership continues to emerge where declining government efficacy is resulting in failed attempts at addressing complex social issues (Gray & Stites, 2013; Ruhli et al., 2015; Kuenkel & Aitken, 2015). At the same time research on outcomes for the type of partnerships examined in this dissertation are underrepresented in the literature because of challenges related to assessment, measurement and limited data availability (Bowen et al, 2010).

The first contribution made by this dissertation is with the finding that multi-stakeholder partnerships have three partner outcomes that diverge from partner outcomes

found by dyad social partnership researchers. The new partner outcomes found are (1) partners increase capacity due to a new stakeholder engagement mechanism; (2) partners create new internal processes; and (3) the partnership develops new external processes, programs and/or entities.

First, the finding that partnerships can be a stakeholder engagement tool for partners is specific to multi-stakeholder partnerships. Partners explained that the partnership provides a framework for community discussions, facilitated networking, and promoting information sharing. In contrast, social partnerships with two to three partners cannot facilitate the same scale of stakeholder engagement. Partners in dyad social partnerships share information, learn, and build a relationship with a single partner by working on the partnership goals together (Berger et al., 2004; Austin, 2000; Yaziji, 2004), whereas it was found in this dissertation that partners in multi-stakeholder partnerships share information, learn, and build relationships with multiple partners at the same time through working on shared goals as well as through facilitated networking, workshops, working groups, and joint-initiatives.

Second, the finding that partners reallocate resources inside their organization to support their own sustainability goals and indirectly the goals of the partnership also seems to be specific to the partnerships studied in this dissertation. While other research has found that partners reallocate resources inside their organization to foster the relationship between partners (Schreiner et al., 2009), the finding that partners build internal structures to implement the partnership goals inside their organizations is new. The implications of this finding is that partnerships have multiple levels of implementation that can be leveraged to reach the goals set in partnerships. New research

on multi-stakeholder partnerships compliments this finding, with the notion of internal sustainability capability and external collaborative capability (Worley & Mirvis, 2013).

Finally, the finding that new external processes, programs, and/or entities developed by the partnership at a scale unattainable to dyad social partnerships appears to be unique to multi-stakeholder partnerships. While the finding of new external entities is consistent with findings from the dyad social partnership literature (Waddock, 1989), the scale for multi-stakeholder partnerships is much larger. For instance, the multi-stakeholder partnerships studied in this dissertation can have external entities that manage plan implementation simultaneously at different levels for a large number of diverse partners. This was the case in Whistler where the Whistler Centre for Sustainability (an external entity created to support the partnership and ongoing implementation of the Whistler2020) is responsible for supporting partners with their individual implementation, with their joint projects in their task force groups, and with the management the day to day activities related to implementing Whistler2020. In doing so, the partnership goals are implemented simultaneously at different levels throughout the community. This finding is significant because it indicates that multi-stakeholder partnerships can scale up their work on social issues with multiple initiatives happening at different levels.

8.2.2 Contribution 2: Understanding How Partner-Level Implementation Influences Partner Capital

At the partner level, this dissertation contributes to the social partnership literature with the finding that in multi-stakeholder partnerships, individual implementation structures are common and have a statistically significant relationship to partner capital. This finding answers calls for research on structure to outcomes from Clarke (2011; 2014). It

also answers Worley and Mirvis' (2013) call for more research on the partner-level of implementation in multi-stakeholder partnerships.

To conceptualize the contributions to the social partnership literature, Figure 11 unpacks partner-level implementation to partner capital introduced as a subcomponent of Figure 3 in Chapter 3, and revisited below in Figure 11. Figure 12 illustrates the theoretical, conceptual, and empirical aspects this dissertation draws from to make its contribution by adding to what is known about partner-level implementation and partner capital in a Local Agenda 21 system. Figure 12 also demonstrates how these aspects are organized to conceptualize the links between implementation and outcomes.

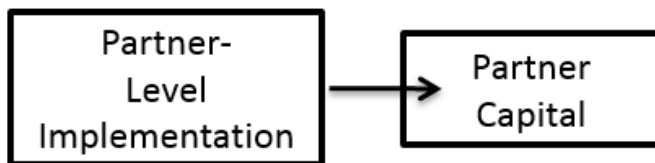


Figure 11: Partner-level assumption prior to research in this dissertation

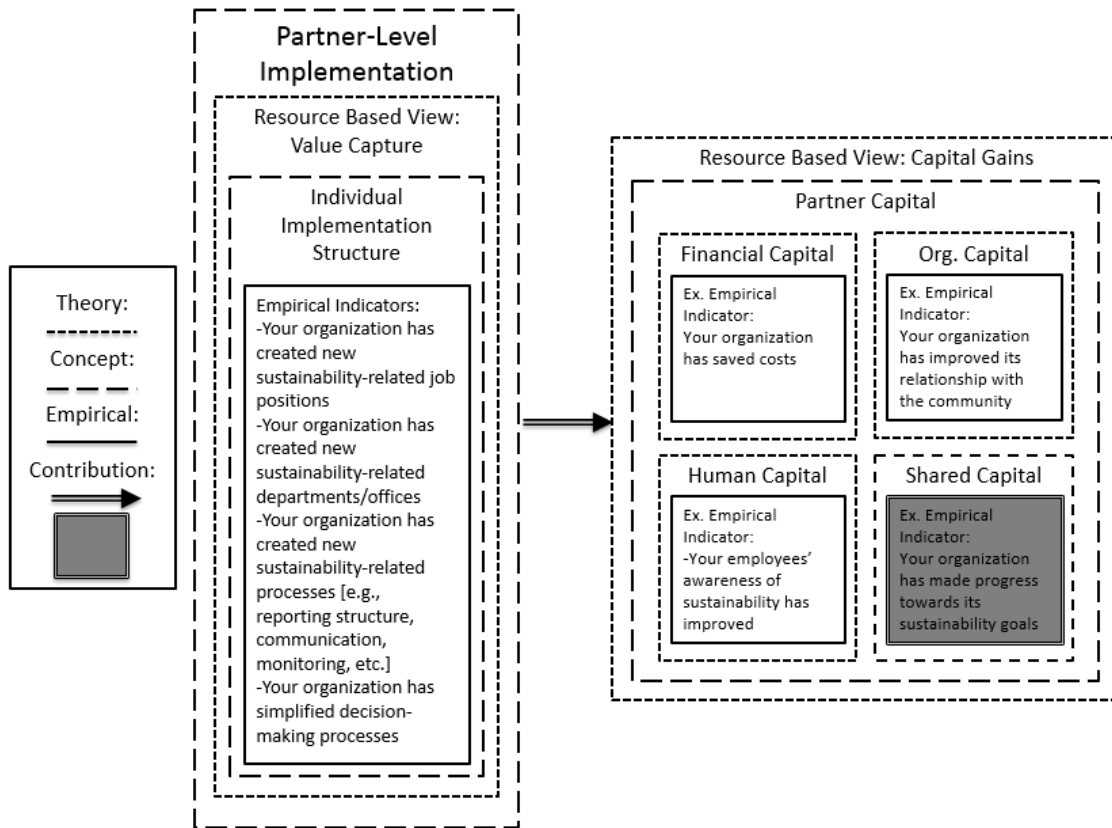


Figure 12: Contributions to the partner-level in the LA21 system

Few studies have empirically examined the reallocation of resources within partner organizations in response to partnership activity, and even fewer have examined how these structures influence partner outcomes (Clarke & Fuller, 2010; Clarke, 2011). Thus, this dissertation has aggregated different theoretical, conceptual, and empirical aspects from various literatures to form the hypotheses tested in Chapter 6.

The studies that examine the reallocation of resources inside partner organizations to form new structures also indicate that those partners gain some forms of partner capital (Kale et al., 2002; Schreiner et al., 2009; Seitanidi & Crane, 2009; Seitanidi, 2010). The challenge with these studies is that without comparing groups of partners with and without new structures, it cannot be confirmed whether partners gain partner capital

because of the new structure or because of some other aspect of the partnership. The research in Chapter 6 addresses this issue by comparing a group of partners that believes their organization has reallocated significant resources to new internal structures to a group of partners that believes their organization has reallocated very few or no resources to new internal structures. Based on partner perceptions, the findings contribute to the social partnership literature by showing that respondents who developed new internal structures reported higher gains of partner capital from the partnership than respondents who did not develop new internal structures. A possible explanation for why partners implement the partnership goals inside their organizations could be attributed to the social issues orientation of multi-stakeholder partnerships (Worthington et al., 2003), where partners need to take responsibility for aligning their strategic goals with the partnerships to realize capital gains. It could be the case that partners who implement with an IIS align their strategic goals with the partnership, whereas partners who do not limit their opportunities for strategic alignment and, ultimately, partner capital (Googins et al., 2007).

Studies that consider structure at the partner level in social partnerships focus on aspects of structure and, peripherally, on questions of structure to outcomes; thus these studies do not provide a theoretical explanation for how structure influences outcomes (Seitanidi & Crane, 2009; Seitanidi, 2010). In contrast, Clarke (2011) solely focuses on questions of structure to outcomes in social partnerships, but takes a broader perspective in examining how structure influences plan outcomes, and so its theoretical explanations are not relevant at the partner level. The studies that examine structure to outcomes in alliances emphasize the competitive advantage of resources gained by partners. Thus,

while these studies found that firms with alliance functions also have more partner capital, they do not provide a theoretical explanation for how the alliance functions can result in partner capital (Kale et al., 2002; Schreiner et al., 2009). RBV theory provides the theoretical explanation with the concept of organized to value capture, which explains that firms with structures that take advantage of a situation are more likely to experience capital gains, in other words in RBV an alliance function is equivalent to being organized to capture value (Barney, 1991).

Resource-based view theory's VRIO Framework provides an explanation for why partners' internal structures for implementation or alliance functions result in partner capital, namely the 'O' (organized to capture value) criterion from the framework. Other studies on alliances and social partnerships that have used RBV use its theory of competitive advantage to explain why firms enter into partnerships (Lin & Darnall, 2014; Das & Teng, 2000; Hart, 1995; Rodriguez-Melo & Mansouri, 2011; Lavie, 2006). Complementary to this dissertation in its use of RBV is an article by Arya and Lin (2007), which extends RBV to not-for-profit organizations using the RBV criteria to explain how resources from multi-stakeholder partnerships can build the capabilities and capacity of all organizations involved. In contrast to past literature that studied partnerships using RBV, this dissertation uses RBV to explain how partners capture value from the partnership. It applies the RBV concept *organized to capture value* to explain how partners can gain more partner capital by forming internal implementation structures. Conceptually, the *organized to capture value* construct from RBV theory's VRIO Framework is an explanation of how structure effects outcomes³⁴ (Barney, 1991).

³⁴ See Chapter 6 for more details.

The research that has used RBV to study partnerships has not used the VRIO's *organized to capture value* criterion to determine whether partners are optimizing resources gained from partnerships.

The significance of contributing to what is known about how partner level implementation may influence partner capital is a better understanding of what partners may be able to do themselves to capture partner capital. Equally as important, these findings hint at how partners might build their internal sustainability capabilities. For instance, the human capital gained by partners in this dissertation is primarily sustainability related. This means that partners who are implementing with IISs may also be building up their sustainability knowledge ultimately building their internal sustainability capabilities. Such capabilities have been identified by Worley and Mirvis (2013) as critical to partnerships that are organizing for sustainability.

8.2.3 Contribution 3: Understanding How Partnership-Level Implementation Influences Partnership Capital

At the partnership level, this dissertation contributes to findings that indicate the structure of partnership implementation has an effect on partnership capital. Specifically, it found that structures with collaborative decision making improve knowledge-sharing processes for information exchange, and learning, and where these aspects are present, there is also evidence of sustainability-related knowledge in the partnership, good relationships between partners and the partnership and community, and adaptability to change. These findings answer calls for research on structure to outcomes at the partnership level from Clarke (2011; 2014). Moreover, it answers calls for more research on the implementation

phase at the partnerships level (Huxham, 1993; Worley and Mirvis, 2013; Kuenkel and Aitken, 2015).

Again to conceptualize the contributions to the social partnership literature, Figure 14, unpacks Figure 13 which was first introduced as a subcomponent of Figure 3 in Chapter 3. Figure 14 illustrates the theoretical, conceptual, and empirical aspects this dissertation draws from to make its contributions to what is known about partnership-level implementation and partnership capital in the Local Agenda 21 system.

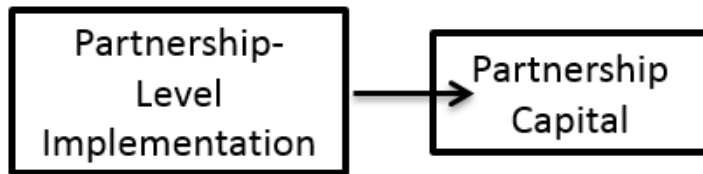


Figure 13: Partnership-level assumption prior to research in this dissertation

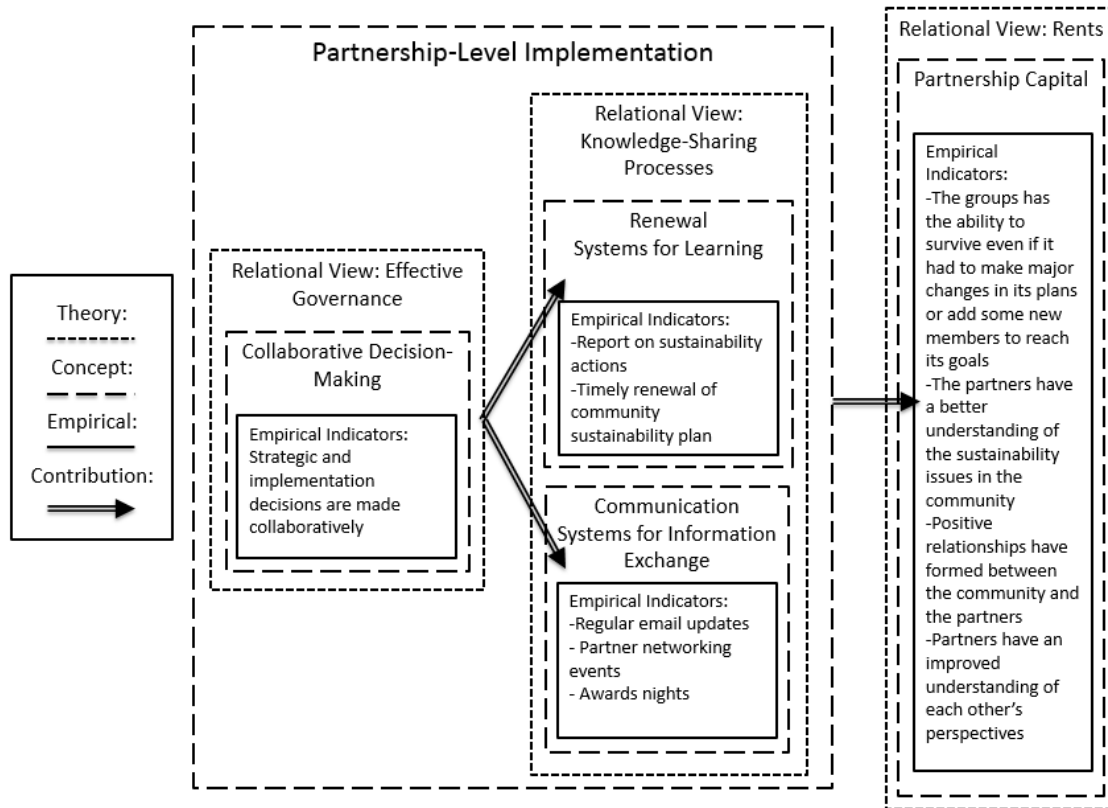


Figure 14: Contributions to the partnership-level in the LA21 system

Few studies have empirically examined how the subcomponent processes of partnership structures work together, not to mention how structures influence outcomes (Clarke, 2011). For this reason, this dissertation needed to aggregate different theoretical, conceptual, and empirical aspects to form the hypotheses tested in Chapter 7.

A number of researchers have explored relationships between subcomponents of the partnership structure and process outcomes (i.e., partnership capital). For instance, alliance researchers have used relational view theory to examine how the subcomponents of structure; effective governance, referred to in this dissertation as CDM and knowledge-sharing routines, which overlap conceptually with communication and renewal systems, separately affect relational rents between partners (Dyer & Singh, 1998; Duschek, 2004). Relational rents are more akin to partner capital than partnership capital,

as they directly benefit the partners (Dyer & Singh, 1998). Thus relational view provides valuable insights insofar as it links effective governance and knowledge-sharing routines together as determinate factors of relational rents (Dyer & Nobeoka, 2000), but it does not provide evidence for how effective governance and knowledge-sharing routines together influence relational rents or partnership capital.

Similarly, research in the social partnership literature has examined how various process subcomponents of structure individually influence partnership capital (see Bryson et al., 2006; Huxham, 1993; Clarke, 2011; 2014; Clarke and Fuller, 2010; Ruhli et al., 2015), but does not go to the extent of studying how subcomponent processes of structures interact to result in partnership capital. For instance, researchers have linked CDM to knowledge generation and sharing (Ansell & Gash, 2007), strong relationships between partners (Gray & Stites, 2013), and capacity to adapt (Emerson, Nabtachi, & Balogh, 2012; Bryson et al., 2006). This indicates that, as partners are given the opportunity to interact with each other in a meaningful way, they learn from each other and adapt the processes within the partnership accordingly (Waddell & Brown, 1997). As for the mediating subcomponent processes, renewal systems such as plan updates have been shown to create opportunities for learning (Brinkerhoff, 2002a) and communication systems, such as annual meetings, have been linked to relationship building (Huxham, 1993; Googins & Rochlin, 2000; Ruhli et al., 2015). What these studies have not done is examine how subcomponent processes such as CDM, renewal, and communication interact in a structure to influence the same outcomes.

Other social partnership researchers have identified collaborative decision making, renewal, and communication as subcomponent processes of partnership

implementation structures (Clarke, 2010; 2011). As well, Koschmann et al. (2012) theorized that collaborative decision making shapes communication systems, which in turn influence process and other outcomes. None of these studies have, however, empirically tested the pathway of relationships among collaborative decision making, communication systems, and partnership capital, nor have they tested the pathway of relationships among collaborative decision making, renewal systems, and partnership capital. This dissertation which is based on partner perceptions contributes to the social partnership literature by identifying and empirically testing two viable pathways that show how collaborative decision making influences partnership capital.

This dissertation responds to calls from Clarke (2001; 2014), Clarke and Fuller (2010); and Koschmann et al., (2012), for more research on how structure influences outcomes at the partnership level. It also contributes a call to research from Worley and Mirvis (2015) on the need to improving understanding about how external collaborative capabilities are developed and initiated.

8.2.4 Summary of Other Contributions made to the Social Partnership Literature

First, this dissertation contributes by researching a type of partnership that has been underrepresented in management research on social partnerships. Management researchers who study social partnerships have focused on small partnerships with two to three partner organizations (see Seitanidi & Crane, 2009; Googins & Rochlin, 2000; Le Ber & Branzei, 2010a; Kolk et al. 2010). More recently, however some management researchers interested in social partnerships have indicated a need to study multi-stakeholder partnerships arguing that these partnerships are increasingly being formed to tackle social and ecological challenges that stretch beyond the jurisdiction of any one

organization, and this growth necessitates more study to understand the role of business in making positive change in society (Gray & Stites, 2013; Ruhli et al., 2015).

Similarly, Bowen et al. (2010) call for research on social partnerships that have transformational engagement, which they characterize as a partnership that has collaborative decision making, shared projects, shared learning, and shared benefits. Some of partnerships studied in this dissertation have characteristics of transformational engagement. For instance, the partnerships with the most partnership capital were also found to have collaborative decision making, shared projects (i.e., implementation of the community sustainability plan), shared learning, and shared benefits (i.e., shared capital). Like multi-stakeholder partnerships, partnerships with transformative engagement are significantly more challenging to assess than shallower forms of engagement, such as one-way philanthropic transactions, and thus they are underrepresented in the social partnership literature (Bowen et al., 2010). The findings in this dissertation provide an improved understanding of multi-stakeholder partnerships that have mechanisms of transformational engagement.

Second, the social partnership research has relied on methods such as conceptual papers, case studies, and retrospective interviews to study all aspect of social partnerships, including answering questions of structure to outcomes (Branzei & Le Ber, 2014). A systematic review of over 200 articles on community engagement strategies, which included the social partnership literature found that only 19% of the research in this area used large sample data, whereby data were collected by survey methods or obtained through secondary sources (Bowen et al. 2010). Of those 19% the majority focused on what Bowen et al (2010) identify as the “most easily quantifiable forms of

community engagement (philanthropy, employee volunteering, and training provision)” (p. 307). Bowen et al. (2010) argue that despite the need for better conceptual understanding of transformational community engagement interactions, such as the ones studied in this dissertation, large sample research has been focused on forms of engagement that are easier to measure. This dissertation contributes to the social partnership literature with large sample research. In doing so, this dissertation answers Branzei and Le Ber’s (2014) and Bowen et al.’s (2010) call for the use of novel methods to examine partnerships with relationships that are more complicated than traditional philanthropic transactions

8.3 Contributions to Practice

The local sustainability movement is not controlled or steered by a single organization that could have standardized structures (Rok & Kuhn, 2012). However, the movement has been influenced by international agencies such as the United Nations and ICLEI Global, and has been guided by international programs such as Agenda 21 and Local Agenda 21. Moreover, this movement has brought together local governments as they learn from each other at the international level (Rok & Kuhn, 2012). Some best practices include developing community sustainability plans, implementing through multi-stakeholder partnerships, and partnering with an international agency such as ICLEI (Rok & Kuhn, 2012). In other words, the nature of LA21 allows communities to tailor their approach to the local context, and international best practices promoting significant overlap in the way LA21 is implemented (Freeman et al., 1996).

Due to the promulgation of international best practices, multi-stakeholder partnerships are implementing community sustainability plans worldwide (ICLEI, 2002).

These partnerships bring communities together around local sustainable development challenges to learn, build relationships, and grow (ICLEI, 2002). This research has implications for the partners, partnership decision makers and facilitators, and the communities involved in the LA21 (or equivalent) process.

First, partners may gain a diversity of valuable resources from participating in multi-stakeholder partnerships that implement community sustainability plans. The findings in this dissertation indicate that some partners perceive gains in sustainability related knowledge, build relationships with its community, gain legitimacy, learn, and in some case save money.

Second, a particularity of the partnerships studied in this dissertation is that knowledge sharing and learning is frequently sustainability-related. Furthermore, the topics on which stakeholder engagement is focused are also sustainability-related. For partners, the implications are that the benefits may not be realized where organizations are not interested in engaging with stakeholders on sustainability topics or where partners do not want to integrate sustainability into their strategic or social responsibility plans. However, partners that have sustainability-related goals should consider the partnership as an important stakeholder engagement mechanism and participate in aspects that are aimed at knowledge sharing, learning, and relationship building.

Finally, this dissertation found that according to partner where there is partner level implementation (i.e., high IIS), partners themselves are more organized to capture value than partners that have low IIS. This indicates that some partner outcomes found in Chapter 5 may be partially attributed to this implementation approach. Partners in the partnerships studied could organize to capture value by hiring a sustainability

coordinator, creating a sustainability team, and/or setting up processes that monitor, report, and communicate sustainability progress. That being said, it is only practical to use the IIS approach where partners can make changes to their operations that align with the broader goals of the partnership. Examples may include partnerships that are focused on waste reduction, climate change, employee safety, or pay equity. Whereby, the partners can do things inside their organizations that contribute to the partnership goals, such as implement waste reduction or greenhouse gas reduction policies and procedures.

The findings in this study also have implications for decision makers and facilitators of LA21 partnerships. The first implication is related to what partners most value from the partnership. Partners surveyed indicated that learning and relationships are important outcomes of the partnership for them. Those facilitating partnership activities could consider organizing events where partners can network and learn while simultaneously working on the partnership's goals. For instance, all four LA21 partnerships in Chapter 5 used workshops and other social events to teach partners about sustainability-related issues and to provide them with opportunities to connect with and learn from each other.

The findings in Chapter 6 indicate that partners with the perception that their organization has created new jobs, teams, or processes that implement their own sustainability goals as part of the community sustainability plan have more perceived human and organizational capital, including new knowledge and relationships, than those who do not implement in this way.

Decision makers and facilitators could consider encouraging partners to implement the community sustainability plan by addressing sustainability issues inside

their own organizations. The collective efforts of each partner doing its part, while also accomplishing its individual goals, has the potential to impact on overall community sustainability.

Decision makers and facilitators should appreciate that not all organizations have the resources or capacity to create a job for a sustainability coordinator or train existing employees. For instance, small- and medium-sized enterprises (SME) are a group frequently challenged by resource constraints when it comes to implementing internal sustainability management practices (Bos-Brouwers, 2010). Again, supports such as information workshops help organizations that do not have the appropriate resources to establish an IIS on their own. Moreover, SME partners also benefit from and place value on stakeholder interactions (Bos-Brouwers, 2010). Additional initiatives, such as recognition programs that celebrate partner sustainability achievements, might also be of value to partners who are trying to build positive reputations.

Finally, the findings in Chapter 7 build on Chapters 5 and 6 by examining how the structure of the partnership processes affects partnership capital. In light of these findings, decision makers and facilitators might consider organizing the partnership structure so that decision making processes are collaborative and communication and renewal systems are managed. Where decisions are perceived to be made collaboratively, there is also the perception of more sustainability knowledge, stronger relationships, and greater capacity to adapt than in partnerships where decisions are not made collaboratively.

The implications of the findings from Chapters 5, 6, and 7 for understanding action on social and ecological sustainability, while incremental, do exist. In Chapter 5

partners reported the positive outcomes they experienced as a result of their participating in implementing the sustainability plan. Several of those outcomes were sustainability related, for instance much of the gained knowledge reported by partners was related to building awareness and changing perspectives about sustainability issues in their communities. A long-time partner of Hamilton Vision 2020 said, “... *now people’s points of views have really changed ... now people are more proactive towards sustainability that never used to talk about it*”. It is also important to note that on the Partner Survey that asked participants what they rated as valuable, impact on community sustainability and impact on organizational sustainability had means of 4.19 and 4.02 and standard deviations of 0.92 and 1.07, respectively. Those values are not significantly different from networking and reputation, which had means of 4.29 and, 4.26 and standard deviations of 0.97, and 1.13 respectively. This indicates that survey participants also highly value impacts on sustainability as part of their involvement in the multi-stakeholder partnerships studied in this dissertation.

Increases in sustainability knowledge among partners, including the local government were also tested for in Chapter 7. Others reported perceptions that the partnership was increasing progress on sustainability goals, noting such progress as an important benefit to their organization. Some partners discussed their perception that the partnership increased the efficiency with which those goals were achieved by creating a critical mass needed to have an impact on sustainability. Indirectly related to achieving sustainability goals, partners also reported that the partnership brought the community together, increasing community cohesion and a culture of collaboration. Indicators of perceived positive relationships forming and improved channels of communication were

also tested in Chapter 7. Past research on LA21 implementation success indicates that social capital plays a role (Jörby, 2002; Roseland, 2012). Thus it is possible that the community cohesion reported by the partners studied could contribute to the partnership's overall sustainability contribution.

Chapter 6 tested for evidence of partners reallocating resources inside their organizations to work toward their organization's sustainability (i.e., IIS), indirectly contributing to the community-wide sustainability goals. For instance, the empirical indicators used to test for IIS include such things as, your organization has created a new sustainability-related job position and your organization has created new sustainability-related processes. Partners who have IISs are contributing to their community's overall sustainability by working towards their own organization's sustainability, for example, this may include reducing their greenhouse gas emissions or waste. Sustainability progress made by organizations in a community ultimately contributes to the community's overall sustainability progress. Shared capital, tested the perceptions that partners had about their progress toward their organization's sustainability and the contributions made by their organization to help reach the goals set in the community sustainability plan. Partners who perceived high IIS also perceived larger gains in shared capital than partners who indicated low IIS. The implication of this finding for action on social and ecological sustainability is that the partners with IISs may contribute more to the community sustainability goals than partners that do not have IISs.

8.4 Limitations

There are three themes that capture the limitations of this dissertation: context, conceptual, and research design limitations. Each is discussed below.

Context. This dissertation presents research on multi-stakeholder partnerships at two levels of analysis, using Local Agenda 21s as research sites to examine questions about structures to outcomes. As mentioned in previous chapters, the models developed in this dissertation need to be tested and refined in other contexts to establish their generalizability. Specifically, two features of the context in which the multi-stakeholder partnerships were studied require mention. First, by ICLEI's definition, the partnerships studied in this dissertation are in best practice communities on at least three accounts. All of the communities have community sustainability strategies, implement through multi-stakeholder partnerships, and are involved with either ICLEI or STAR communities (Rok & Kuhn, 2012). On one hand, this means that the partnerships studied are actively implementing the plans with comparable levels of support; on the other hand, despite controlling for the age of the partnership and the number of partners, the outcomes could be attributable to other aspects that the best practice partnerships share in common, such as political support or resource levels.

Second, the partnerships were studied in the context of implementing community sustainability plans. This means that in the partnerships studied the partners share a geographic location, work to implement plans that include comparable topics, and are influenced by international agencies such as the United Nations. There are benefits to studying partnerships with comparable attributes, such as the ability to control aspects that could otherwise influence the results; however, the drawback is that the generalizability of these results is limited to partnerships that implement community sustainability plans.

Conceptual: There are some conceptual barriers to identifying linkages between structure and outcomes. For instance, for partnerships implementing community sustainability plans, a number of factors can shape outcomes. Political will is a key influence, as communities in countries where there is a national Agenda 21 policy are more successful at achieving the goals set in their plans than communities in countries without a national Agenda 21 policy (Rok & Kuhn, 2012). Other factors include the pre-existing social, ecological, physical, financial, and human capitals in a community, where communities with higher overall levels of capital have stronger partnerships than communities with lower capital stocks (Jörby, 2002; Roseland, 2012). These plus other factors add noise when making connections between structure and outcomes as contextual circumstances play into what outcomes are realized. Moreover, the fluid nature of multi-stakeholder partnerships with partners transitioning in and out and structures evolving with these partner transitions, makes it difficult to evaluate what contributed to partner and partnership capital. Further complicating the situation is the fact that control groups in this area of research are non-existent (Kolk et al., 2010).

Research Design. A challenge for this dissertation is related to research design. As mentioned, few studies have examined social partnerships using the survey method (Branzei & Le Ber, 2014). This posed limitations on the research design of this dissertation, because there were not exemplars available to provide insights or direction as to how to navigate the unique challenges of researching a multi-stakeholder social partnership. For instance, even within the same problem domain, such as the partnerships studied in this dissertation, there is a diversity of partnerships, not to mention that social

partnerships are “moving targets,” changing shape as they progress over time (Kolk, 2010; Kolk et al., 2008).

One example of a challenge posed by the limited number of exemplar studies was a lack of pretested survey questions that could be aggregated into a measure for the constructs in this dissertation. It was possible to find single-item questions pretested in some studies that collected data via surveys (see den Hond et al., 2012 and Leach et al., 2002). Also available were question inventories that had been created from meta-analyses or reviews of the social partnership literature (see Brinkerhoff, 2002a and Mattessich et al., 2001). Where possible the questions on the survey in this dissertation were adapted from pre-existing questions in the literature. The pre-existing survey questions were only available for the partner and process outcomes. There were not pre-existing questions available for testing the other constructs, namely the structural subcomponents (i.e., IIS, CDM, renewal systems, and communication systems). These constructs were instead developed using case study research and empirical indicators from the partnership literature.

In disciplines that rely on survey research methods, such as psychology or management, there are widely accepted pre-existing measures. For example, to study human emotion, psychologists or management researchers can choose from measurement scales, such as the Positive Affect and Negative Affect Schedule (PANAS) (Thompson, 2007). While statistical tests were run to confirm the reliability and validity of the constructs tested in this dissertation, the measurements developed need to be tested in larger studies than the ones in this dissertation.

8.5 Conclusion and Directions for Future Research

This dissertation was grounded in resource-oriented interpretations of outcomes for partners and partnerships. The empirical indicators used to measure subcomponents of structure and partner and partnership capitals were developed from the social partnership literature. The data in this dissertation were collected by the survey method and were analyzed using statistical tests.

The methods used to study multi-stakeholder partnerships in this dissertation diverge from more conventional methods in social partnership research, namely case-based methods. The research in this dissertation invites others to adopt new data collection and analysis methods to understand social partnerships. There is significant work to be done examining social partnerships using quantitative methods; indeed, such analyses could prove very appropriate for developing theoretical roots required to understand social partnerships (Branzei & Le Ber, 2014).

A major challenge facing the social partnership field is a lack of theory to explain partnership actions and the resulting outcomes (Branzei & Le Ber, 2014). Social partnership researchers have adapted a wide range of theories from other disciplines, but no single theory seems to adequately explain the most important questions being asked in this field (Branzei & Le Ber, 2014). For instance, Bowen et al. (2010) argue that “we are so far missing the intellectual terrain, linking antecedents with appropriate actions and the likely performance consequences of various community engagement strategies” (p. 298). Meanwhile, meta-analyses of the literature reveal commonalities across social partnerships, namely in terms of partnership life-cycle stages (Vurro et al., 2011; Waddock, 1989; Gray, 1989) and relationship strategies (Austin & Seitanidi, 2012b; Rondinelli and London, 2003; Googins & Rochlin, 2000). These themes indicate that

more “systematic and rigorous empirical studies” are due in social partnership research (Bowen et al., 2010, p. 313).

The research in this dissertation represents an early attempt at developing a systematic empirical study that examines aspects of social partnerships that transcend context. Despite the barriers to quantitative studies, researchers need to strive to make connections between aspects that partners can manage (i.e., structure) and outcomes (Kolk, 2014). This dissertation attempts to overcome some of these barriers by examining implementation structures and outcomes at two levels in the partnership. There remains significant room for those interested to examine other subcomponents of structure and their impact on outcomes. Others interested in questions of structure to outcomes can improve and build on the indicators and measures developed in this dissertation by testing them in different contexts and with larger datasets. There are also opportunities to develop and test empirical indicators from established themes in this literature. For example, a study that develops and tests empirical indicators using Austin and Seitanidi’s (2012) collaboration continuum to test linkages between relationship intensity and outcomes would be interesting.

A more challenging, albeit fertile, area for research is on the topic of plan outcomes of multi-stakeholder partnerships (Clarke, 2014). Social partnership researchers are interested in better understanding the societal impacts of the partnerships they study (Backstrand, 2006; Gray & Stites, 2013; Huxham, 1993; Koontz and Thomas, 2006; Clarke, 2014; Seitanidi & Crane, 2014; Branzei & Le Ber, 2014). Building on the research in this dissertation, a study that tests the impacts of partner- and partnership-level implementation structures on plan outcomes would be interesting. Also interesting

would be a study that compares the impacts of each level of implementation to determine which is most necessary to making progress on the goals set in the community sustainability plan. Similarly, it would be interesting to explore whether partner capital gains have an impact on achieving plan outcomes. For instance, does improved sustainability knowledge for partners help the partnership to reach its sustainability goals? And if so, what sustainability knowledge is most important? In terms of assessing community sustainability plan outcomes, the ideal study would have data on indicators that are comparable among communities, so that different approaches to plan implementation could be assessed based on indicators of success. This kind of data collection and analysis will be made more attainable as certifications such as ISO 37120: Sustainable Development for Communities are developed and adopted (ISO, 2014).

As comparable information about indicators of success becomes available an interesting area of study would be to identify what sustainability contributions partner and partnerships are successful and unsuccessful at delivering. Further where partners and partnerships are deficient at delivering desirable results additional investigation will be needed to identify other vehicles capable achieving results. Past research shows that in LA21 implementation there is a tendency to favor environmental over social and economic issues (Bond, Mortimer, & Cherry, 1998; Garcia-Sanchez & Prado-Lorenzo, 2008). It would also be interesting to identify whether the sustainability contributions made by partners and the partnership are concentrated in certain areas, such as energy and resource efficiencies over more socially related contributions such as poverty reduction. Moreover, it would be interesting to investigate whether, multi-stakeholder partnerships, the contributions to sustainability impacts are made equally by all partners

of if partners from certain sectors (i.e., public, private, and civil society) contribute in different ways than others. Ultimately, a goal of this dissertation is to initiate a discussion about the theoretical and methodological challenges and opportunities associated with researching the relationship between structure and outcomes in social partnerships. The hope is that as is done in this dissertation, other researchers will be inspired to adopt novel methodological approaches in their study of social partnerships, so that this emerging field can continue to build theory based on systematic and rigorous empirical studies.

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Appendices

Appendix I: Ethics procedure

UNIVERSITY OF WATERLOO

Page 1 of 1

UNIVERSITY OF WATERLOO
OFFICE OF RESEARCH ETHICS

Notification of Ethics Clearance of Application to Conduct Research with Human Participants

Principal/Co-Investigator: Azeela Clarke Department: Environment and Business
Student Investigator: Haoze Chen Department: Environment and Business
Student Investigator: Adnane Meadoudi Department: Local Economic Development
Collaborator: Lei Huang Department: School of Business Administration, DePaul University, Canada
Collaborator: M. May Seitanidi Department: Business School, Hull University, UK

ORE File #: 17348

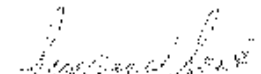
Project Title: Implementation of collaborative regional sustainable development strategies: An international study on structure and outcomes (Part I - Volunteering partner-centric outcomes)

This certificate provides confirmation that the additional information/unused materials requested for the above project have been reviewed and are considered acceptable in accordance with the University of Waterloo's Guidelines for Research with Human Participants and the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans. Thus, the project now has received ethics clearance. This clearance is valid for a period of five years from the date shown below and is subject to an **annual ethics review process** (see Note 2). A new application must be submitted for on-going projects continuing beyond five years.

Note 1: This project must be conducted in accordance with the description in the application and revised materials for which ethics clearance has been granted. All subsequent modifications to the application must be submitted for prior ethics review using ORE Form 104 and must not be initiated until notification of ethics clearance has been received.

Note 2: All ongoing research projects must undergo annual ethics review. ORE Form 105 is used for this purpose and must be submitted by the Faculty Investigator/Supervisor (FIS) when requested by the ORE. Researchers must submit a Form 105 at the conclusion of the project if it continues for less than a year.

Note 3: FIS and FISs also are reminded that they must immediately report to the ORE (using ORE Form 105) any events related to the procedures used that adversely affected the participants and the steps taken to deal with these.


Susan E. Sykes, Ph.D., C. Psych.
Director, Office of Research Ethics


Date

OR
Susanne Santi, M. Math
Senior Manager, Research Ethics

OR
Julie Joze, B.Sc.
Manager, Research Ethics

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Appendix II: Consent letter for partner survey (EN)

Title of Project: *Implementation of community sustainability plans: A Canadian study on governance and outcomes*

You are invited to participate in a research study conducted under the leadership of *Dr. Amelia Clarke from the School of Environment, Enterprise and Development*, University of Waterloo, Canada. The objective of the research study is to validate the organizational outcomes resulting from the implementation of community sustainability plans.

If you decide to volunteer, you will be asked to complete a **15-minute** online survey that is completed **anonymously**. The questions are related to the results your organization has experienced through your involvement with your community sustainability plan. Survey questions focus on potential benefits such as networking, learning, marketing opportunities, financial performance improvement, your organization's sustainability initiatives, community sustainability, and focus on potential costs such as staff time, and financial resources.

If you prefer not to complete the survey on the web, please contact us and we will make arrangements to provide you another method of participation. Participation in this study is voluntary. You may decline to answer any questions that you do not wish to answer and you can withdraw your participation at any time by not submitting your responses. There are no known or anticipated risks from participating in this study.

It is important for you to know that any information that you provide will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers).

The data, with no personal identifiers, collected from this study will be maintained on a password-protected computer database in a restricted access area of the university.

By filling out this survey you have the option of being entered in a draw to **WIN** one of five, **\$100 gift cards** from **Mountain Equipment Co-op**.

Should you have any questions about the study, please contact *Dr. Amelia Clarke at amelia.clarke @ uwaterloo.ca* or *Adriane MacDonald at a24macdo@uwaterloo.ca*. Further, if you would like to receive a copy of the results of this study, please include your email on the last page of the survey.

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics, at 1-519-888-4567 ext. 36005 or by email at ssykes@uwaterloo.ca.

Thank you for considering participation in this study.

Consent to Participate

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

I agree to participate, click "NEXT"

I do not wish to participate (please close your web browser now)

Appendix III: Consent letter for partner survey (FR)

Titre du projet : Mise en œuvre de plans communautaires de développement durable : Une étude canadienne sur la gouvernance et les résultats.

Vous êtes invitée/invité à prendre part à une étude dirigée par Amelia Clarke, Ph. D., de la *School of Environment, Enterprise and Development* de l'Université de Waterloo (Ontario, Canada). L'objectif de cette étude est d'identifier les retombées organisationnelles découlant de la mise en œuvre d'une stratégie visant la viabilité des communautés.

Si vous acceptez de participer, il vous sera demandé de remplir de manière **anonyme** un questionnaire en ligne d'une durée de **15 minutes**. Les questions concernent les résultats découlant de la participation de votre organisation dans la mise en œuvre de son plan communautaire de développement durable. Plus précisément, elles portent sur les bénéfices potentiels tels que le réseautage, l'apprentissage, les possibilités de commercialisation, les améliorations en matière de performance financière, les initiatives de durabilité mises de l'avant par votre organisation et la viabilité communautaire. Elles portent également sur les coûts potentiels tels que le temps de travail des employés et les ressources financières.

Si vous ne désirez pas répondre au questionnaire à partir d'Internet, veuillez communiquer avec nous afin que nous puissions convenir d'un autre moyen pour vous permettre de participer. La participation à cette étude est volontaire. Vous pouvez refuser de répondre à n'importe quelle question et vous pouvez mettre fin à votre participation au projet à tout moment; vous n'aurez, dans cette éventualité, qu'à ne pas nous transmettre vos réponses. Il n'y a aucun risque connu ou pressenti à participer à cette étude.

Il est important que vous sachiez que toutes les informations que vous fournirez demeureront confidentielles. Toutes les données recueillies seront synthétisées de manière à ce qu'aucune personne ne puisse être identifiée à partir de celles-ci. Qui plus est, le site Web est conçu pour recevoir les réponses automatiquement et ne compile aucune information de nature à pouvoir potentiellement vous identifier (comme les codes permettant d'identifier les ordinateurs).

Dépourvues de renseignements personnels, les informations recueillies lors de cette étude seront conservées dans une base de données informatisée protégée par un mot de passe située dans un endroit de l'université dont l'accès est restreint.

En remplissant ce sondage, vous avez la possibilité de participer à un tirage pour **GAGNER** une des cinq cartes-cadeaux de **100\$** chez **Mountain Equipment Co-op La coopérative de plein air**.

N'hésitez pas à communiquer avec Amelia Clarke, Ph. D., si vous avez des questions au sujet de l'étude, en lui écrivant à amelia.clarke@uwaterloo.ca ou Adriane MacDonald à a24macdo@uwaterloo.ca. Par ailleurs, si vous désirez recevoir une copie des résultats de cette étude, veuillez s'il-vous-plaît indiquer votre adresse électronique à la dernière page du questionnaire.

Je tiens à vous assurer que ce projet a été examiné par le Bureau d'éthique de la recherche de l'Université de Waterloo et qu'il a reçu l'approbation de ce dernier. Toutefois, la décision d'y prendre part vous revient pleinement. Si vous avez des commentaires ou des préoccupations en ce qui concerne votre participation à cette étude, veuillez communiquer avec Susan Sykes, Ph. D., au Bureau d'éthique de la recherche au 519 888-4567, poste 36005, ou à ssykes@uwaterloo.ca. Merci beaucoup pour l'intérêt que vous portez à cette requête.

Je vous remercie de l'attention que vous accorderez à la présente demande.

Consentement à participer à l'étude

C'est en toute connaissance de cause des éléments précédents que j'accepte de mon plein gré de participer à cette étude.

J'accepte de participer à l'étude, cliquez "Suivant"
Je ne souhaite pas participer à l'étude (veuillez fermer votre navigateur Web maintenant)

Appendix IV: Partner Survey (EN)

Administrator Toolbar

Jump to page:

Implementation of community sustainability plans: A Canadian study on governance and outcomes 0%

Title of Project: *Implementation of community sustainability plans: A Canadian study on governance and outcomes*

You are invited to participate in a research study conducted under the leadership of Dr. Amelia Clarke from the School of Environment, Enterprise and Development, University of Waterloo, Canada. The objective of the research study is to validate the organizational outcomes resulting from the implementation of community sustainability plans.

If you decide to volunteer, you will be asked to complete a **15-minute** online survey that is completed **anonymously**. The questions are related to the results your organization has experienced through your involvement with your community sustainability plan. Survey questions focus on potential benefits such as networking, learning, marketing opportunities, financial performance improvement, your organization's sustainability initiatives, community sustainability, and focus on potential costs such as staff time, and financial resources.

If you prefer not to complete the survey on the web, please contact us and we will make arrangements to provide you another method of participation. Participation in this study is voluntary. You may decline to answer any questions that you do not wish to answer and you can withdraw your participation at any time by not submitting your responses. There are no known or anticipated risks from participating in this study.

It is important for you to know that any information that you provide will be confidential. All of the data will be summarized and no individual can be identified from these summarized results. Furthermore, the web site is programmed to collect responses alone and will not collect any information that could potentially identify you (such as machine identifiers).

The data, with no personal identifiers, collected from this study will be maintained on a password-protected computer database in a restricted access area of the university.

By filling out this survey you have the option of being entered in a draw to **WIN** one of five, **\$100 gift cards** from **Mountain Equipment Co-op**.

Should you have any questions about the study, please contact Dr. Amelia Clarke at amelia.clarke@uwaterloo.ca or Adriane MacDonald at a24macdo@uwaterloo.ca. Further, if you would like to receive a copy of the results of this study, please include your email on the last page of the survey.

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Susan Sykes, Director, Office of Research Ethics, at 1-519-888-4567 ext. 36005 or by email at ssykes@uwaterloo.ca.

Thank you for considering participation in this study.

Consent to Participate

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

I agree to participate, click "NEXT"

I do not wish to participate (please close your web browser now)

Survey Tools powered by [FluidSurveys](#)

Part A:

Administrator Toolbar

Jump to page:

Implementation of community sustainability plans: A Canadian study on governance and outcomes

16%

Part A

Question 1

What municipality or community is your organization you are representing located in? (in other words, which community sustainability plan are you thinking about as you fill out this survey?)

Question 2

Please select one of the following organization types that best represent your organization.

- Provincial Government (whole)
- Provincial Government (one department)
- Federal Government (whole)
- Federal Government (one department)
- University/College
- Hospital
- NGO (Non-Government Organization)
- Association (e.g. chamber of commerce, board of trade, etc.)
- Small Business (with 1-99 employees)
- Medium Business (with 100-499 employees)
- Large Business (with 500+ employees)
- Other, please specify...

Question 3

Does your organization have a representative on the decision-making body for your community sustainability plan?

- Yes
- No

Question 4

How long has your organization been a partner in your community sustainability plan?

- 0-2 years
- 3-4 years
- 5-7 years
- 9-11 years
- 12-15 years
- 15+ years

Survey Tools powered by [FluidSurveys](#)

Part B:

Administrator Toolbar

Jump to page: Page 3 - Part B ▾ Go

Implementation of community sustainability plans: A Canadian study on governance and outcomes

33%

Part B

Question 1

Please rate the level of the following statements. As a result of being involved in implementing your community sustainability plan (or related initiative)...

	disagree	somewhat disagree	neutral	somewhat agree	agree
interaction between your organization and other organizations that are involved in your community's sustainability plan have increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
networking opportunities for your organization have increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your community engagement activities have increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 2

How many organizations have you strengthened preexisting relationships with through being involved in your community sustainability plan (or related initiative)?

- 0
- 1-5
- 6-10
- 11-15
- 16+

Question 3

How many new organizations have you built relationships with through being involved in your community sustainability plan (or related initiative)?

- 0
- 1-5
- 6-10
- 11-15
- 16+

Question 4

Please rate the level of the following statements. As a result of being involved in implementing your community sustainability plan (or related initiative)...

	disagree	somewhat disagree	neutral	somewhat agree	agree
your employees' awareness of sustainability has improved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your senior management's understanding of sustainability has improved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

your organization has improved opportunity for accessing information from other organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has acquired new knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organizations has gained new knowledge about the activities of other organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 5

Please rate the level of the following statements. As a result of being involved in implementing your community sustainability plan (or related initiative)...

	disagree	somewhat disagree	neutral	somewhat agree	agree
your organization has increased its recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has increased its overall reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has increased its publicity efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has increased its marketing opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has improved its relationship with the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has improved its relationships with other organizations in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 6

Please rate the level of the following statements. As a result of being involved in implementing your community sustainability plan (or related initiative)...

	disagree	somewhat disagree	neutral	somewhat agree	agree
your organization has gained additional funding opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has improved its competitive advantage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has developed new products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has expanded existing products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has improved its financial performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has saved costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 7

Please rate the level of the following statements. As a result of being involved in implementing your community sustainability plan (or related initiative)...

	disagree	somewhat disagree	neutral	somewhat agree	agree
your organization has made progress towards its sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has created new sustainability-related job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has created new sustainability-related joint initiatives [with other organizations]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has created new sustainability-related processes [e.g., reporting structure, communication, monitoring, etc.]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has created new sustainability-related departments/offices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has simplified decision-making processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization's internal sustainability initiatives have gained legitimacy within the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 8

Please rate the level of the following statements. As a result of being involved in implementing your community sustainability plan (or related initiative)...

	disagree	somewhat disagree	neutral	somewhat agree	agree
your organization has positively influenced sustainability within your community [i.e., town, city, or region]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has helped reach the goals set in the community sustainability strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization's influence over community sustainability goals has improved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 9

Please rate the level of the following statements. As a result of being involved in implementing your community sustainability plan (or related initiative)...

	disagree	somewhat disagree	neutral	somewhat agree	agree
your organization has experienced increased taxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has experienced an increase in workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has experienced an increase in demand on volunteer time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has experienced the need for additional money for programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your organization has decreased decision-making flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 10

Please rate value of the following six outcomes to your organization.

	no value	little value	some value	valuable	very valuable
Networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organization's Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positive relationship with the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legitimacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Part C:

Administrator Toolbar

Jump to page: Page 4 - Part C

Implementation of community sustainability plans: A Canadian study on governance and outcomes

50%

Part C

Question 1

Please rate the level of the following statements. The goals stated in the community sustainability plan (or other related initiatives).....

	disagree	somewhat disagree	neutral	somewhat agree	agree
do not align with my organization's sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
are outdated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
do not reflect what community members want	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 2

Please rate the level of the following statement. The amount of information I receive regarding my community sustainability plan's...

	Way too little	Too little	About right	Too much	Way too much
progress towards goals is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
long-term initiatives is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
short-term activities is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
events is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 3

Please rate the level of the following statements. The sustainability activities taking place in my community as a result of the community sustainability plan do not...

	disagree	somewhat disagree	neutral	somewhat agree	agree
inspire me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
interest me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
excite me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Implementation of community sustainability plans: A Canadian study on governance and outcomes

83%

Please remember to click the submit button at the very bottom of this page in order to submit your completed survey.

Thank you!

Thank you for participating in our survey. Your feedback is extremely valuable in helping us understand what outcomes organizations experience through their involvement in implementing a community sustainability plan. As a special thank you for your time we would like to offer you the option of being entered into our gift card draw. To be entered click the link below to include your email address.

Comments (optional):

If you would like a copy of the results, please insert your email address here, and an electronic copy will be sent to you once the analysis is complete. Your email address will also be included in our draw for a \$100 Mountain Equipment Co-op gift card.

[CLICK HERE TO ENTER YOUR E-MAIL ADDRESS.](#) (open in a new window or tab)

(note, this email is not connected with the earlier survey responses; your responses will remain anonymous).

If you have any general comments or questions related to this study, please contact **Dr. Amelia Clarke at the University of Waterloo via e-mail at amelia.clarke@uwaterloo.ca.**

We would like to assure you that this study has been reviewed by, and received ethics clearance through, the Office of Research Ethics. If you have any concerns regarding your participation in this study, please contact Dr. Susan Sykes, Director, Office of Research Ethics at ssykes@uwaterloo.ca or 519-888-4567 Ext. 36005.

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In collaboration with:
Dr. Lei Huang, Dalhousie University, Canada

In partnership with:
ICLEI Local Governments for Sustainability

Funded by:
CIGI - Centre for International Governance Innovation
SSHRC

Appendix V: Partner Survey (FR)

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Aller à la page:

Mise en œuvre de plans communautaires de développement durable : Une étude canadienne sur la gouvernance et les résultats

0%

Titre du projet : Mise en œuvre de plans communautaires de développement durable : Une étude canadienne sur la gouvernance et les résultats.

Vous êtes invitée/invité à prendre part à une étude dirigée par Amelia Clarke, Ph. D., de la *School of Environment, Enterprise and Development* de l'Université de Waterloo (Ontario, Canada). L'objectif de cette étude est d'identifier les retombées organisationnelles découlant de la mise en œuvre d'une stratégie visant la viabilité des communautés.

Si vous acceptez de participer, il vous sera demandé de remplir de manière **anonyme** un questionnaire en ligne d'une durée de **15 minutes**. Les questions concernent les résultats découlant de la participation de votre organisation dans la mise en œuvre de son plan communautaire de développement durable. Plus précisément, elles portent sur les bénéfices potentiels tels que le réseautage, l'apprentissage, les possibilités de commercialisation, les améliorations en matière de performance financière, les initiatives de durabilité mises de l'avant par votre organisation et la viabilité communautaire. Elles portent également sur les coûts potentiels tels que le temps de travail des employés et les ressources financières.

Si vous ne désirez pas répondre au questionnaire à partir d'Internet, veuillez communiquer avec nous afin que nous puissions convenir d'un autre moyen pour vous permettre de participer. La participation à cette étude est volontaire. Vous pouvez refuser de répondre à n'importe quelle question et vous pouvez mettre fin à votre participation au projet à tout moment; vous n'aurez, dans cette éventualité, qu'à ne pas nous transmettre vos réponses. Il n'y a aucun risque connu ou pressenti à participer à cette étude.

Il est important que vous sachiez que toutes les informations que vous fournirez demeureront confidentielles. Toutes les données recueillies seront synthétisées de manière à ce qu'aucune personne ne puisse être identifiée à partir de celles-ci. Qui plus est, le site Web est conçu pour recevoir les réponses automatiquement et ne compile aucune information de nature à pouvoir potentiellement vous identifier (comme les codes permettant d'identifier les ordinateurs).

Dépourvues de renseignements personnels, les informations recueillies lors de cette étude seront conservées dans une base de données informatisée protégée par un mot de passe située dans un endroit de l'université dont l'accès est restreint.

En remplissant ce sondage, vous avez la possibilité de participer à un tirage pour **GAGNER** une des cinq cartes-cadeaux de **100\$** chez **Mountain Equipment Co-op La coopérative de plein air**.

N'hésitez pas à communiquer avec Amelia Clarke, Ph. D., si vous avez des questions au sujet de l'étude, en lui écrivant à amelia.clarke@uwaterloo.ca ou Adriane MacDonald à a24macdo@uwaterloo.ca. Par ailleurs, si vous désirez recevoir une copie des résultats de cette étude, veuillez s'il-vous-plaît indiquer votre adresse électronique à la dernière page du questionnaire.

Je tiens à vous assurer que ce projet a été examiné par le Bureau d'éthique de la recherche de l'Université de Waterloo et qu'il a reçu l'approbation de ce dernier. Toutefois, la décision d'y prendre part vous revient pleinement. Si vous avez des commentaires ou des préoccupations en ce qui concerne votre participation à cette étude, veuillez communiquer avec Susan Sykes, Ph. D., au Bureau d'éthique de la recherche au 519 888-4567, poste 36005, ou à ssykes@uwaterloo.ca. Merci beaucoup pour l'intérêt que vous portez à cette requête.

Je vous remercie de l'attention que vous accorderez à la présente demande.

Consentement à participer à l'étude

C'est en toute connaissance de cause des éléments précédents que j'accepte de mon plein gré de participer à cette étude.

J'accepte de participer à l'étude, cliquez "Suivant"

Je ne souhaite pas participer à l'étude (veuillez fermer votre navigateur Web maintenant)

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Part A:

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Mise en œuvre de plans communautaires de développement durable : Une étude canadienne sur la gouvernance et les résultats

16%

Partie A

Question 1

Dans quelle municipalité ou communauté est située l'organisation que vous représentez? (En d'autres mots, à quel plan communautaire de développement durable vous référez-vous en remplissant ce sondage?)

Question 2

Quelle organisation, parmi les suivantes, représente le mieux la vôtre?

- Gouvernement provincial (global)
- Gouvernement provincial (un département)
- Gouvernement fédéral (global)
- Gouvernement fédéral (un département)
- Université ou collège
- Hôpital
- OSBL (organisation sans but lucratif)
- Association (c.-à-d. chambre de commerce, etc.)
- Petite entreprise (employant entre 1 et 99 personnes)
- Moyenne entreprise (employant entre 100 et 499 personnes)
- Grande entreprise (employant plus de 500 personnes)
- Autre, veuillez préciser

Question 3

Est-ce que votre organisation a un représentant au sein de l'instance démocratique pour votre plan communautaire de développement durable?

- Oui
- Non

Question 4

Depuis quand votre organisation est-elle partenaire au sein du plan communautaire de développement durable?

- 0-2 ans
- 3-4 ans
- 5-7 ans
- 9-11 ans
- 12-15 ans
- 15 ans et plus

Outil d'enquête propulsé par [FluidSurveys](#)

Part B:

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Mise en œuvre de plans communautaires de développement durable : Une étude canadienne sur la gouvernance et les résultats

33%

Partie B

Question 1

Veillez évaluer le degré de concordance de chacun des énoncés suivants en lien avec votre implication au sein de votre plan communautaire de développement (ou d'une initiative y étant associée).

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Les interactions entre votre organisation et les autres organisations qui sont impliquées dans votre plan de viabilité communautaire ont augmenté.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Le nombre d'occasions de réseautage pour votre organisation a augmenté.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Le nombre de vos activités en matière d'engagement communautaire a augmenté.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 2

Avec combien d'organisations avez-vous renforcé vos relations préexistantes dans le cadre de votre implication au sein de votre plan communautaire de développement durable?

- 0
- 1 à 5
- 6 à 10
- 11 à 15
- 16 et plus

Question 3

Avec combien de **nouvelles** organisations avez-vous établi des relations en étant impliqué dans votre plan communautaire de développement durable (ou d'une initiatives y étant associée)?

- 0
- 1 à 5
- 6 à 10
- 11 à 15
- 16 et plus

Question 4

Veillez évaluer le degré de concordance de chacun des énoncés suivants en lien avec votre implication au sein de votre plan communautaire de développement durable (ou d'une initiative y étant associée).

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
La sensibilisation de vos employés envers la viabilité s'est améliorée.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les cadres supérieurs de votre organisation ont accru leur compréhension de la viabilité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les occasions, pour votre organisation, d'accéder à de l'information provenant d'autres organisations se sont accrues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a acquis de nouvelles connaissances.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Votre organisation a généré de nouvelles idées.

Question 5

Veillez évaluer le degré de concordance de chacun des énoncés suivants en lien avec votre implication au sein de votre plan communautaire de développement durable (ou d'une initiative y étant associée).

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Votre organisation est davantage reconnue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation est davantage respectée.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a accru ses efforts de publicité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a vu s'accroître ses possibilités de commercialisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a amélioré sa relation avec la communauté	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a amélioré sa relation avec d'autres organisations dans la communauté	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 6

Veillez évaluer le degré de concordance de chacun des énoncés suivants en lien avec votre implication au sein de votre plan communautaire de développement durable (ou d'une initiative y étant associée).

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Votre organisation a profité de davantage d'occasions de financement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a amélioré son avantage concurrentiel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a mis au point de nouveaux produits ou services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a accru la fourniture de ses produits ou de ses services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a amélioré sa performance financière.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a réalisé des économies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 7

Veillez évaluer le degré de concordance de chacun des énoncés suivants en lien avec votre implication au sein de votre plan communautaire de développement durable (ou d'une initiative y étant associée).

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Votre organisation a fait des progrès vers la réalisation de ses objectifs de viabilité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a créé de nouveaux emplois en lien avec la viabilité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a créé de nouvelles initiatives conjointes en matière de viabilité [avec d'autres organisations].	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a développé de nouveaux processus en matière de viabilité [c.-à-d. structure hiérarchique, communication, suivi, etc.].	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a développé de nouveaux départements ou bureaux en lien avec la durabilité.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Votre organisation a rendu les processus décisionnels plus simples.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les initiatives du plan communautaire de développement durable de votre organisation ont acquis une légitimité au sein de l'organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 8

Veuillez évaluer le degré de concordance de chacun des énoncés suivants en lien avec votre implication au sein de votre plan communautaire de développement durable (ou d'une initiative y étant associée).

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Votre organisation a eu un effet positif sur la viabilité de votre communauté [c.-à-d. ville, village ou région].	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Votre organisation a contribué à atteindre les objectifs établis dans la stratégie de viabilité communautaire.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L'influence de votre organisation sur les objectifs de viabilité communautaire s'est accrue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 9

Veuillez évaluer le degré de concordance de chacun des énoncés suivants en lien avec votre implication au sein de votre plan communautaire de développement durable (ou d'une initiative y étant associée).

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Votre organisation a subi une augmentation de ses impôts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 10

Veuillez évaluer, sur une échelle de 1 (sans valeur) à 5 (très précieux), la valeur des six retombées suivantes pour votre organisation.

	1	2	3	4	5
Réseutage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Viabilité organisationnelle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Viabilité communautaire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apprentissage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Possibilités de commercialisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance financière	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relation positive avec la communauté	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Réputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Légitimité	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Retour](#) [Suivant](#)

Part C:

Administrator Toolbar

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Mise en œuvre de plans communautaires de développement durable : Une étude canadienne sur la gouvernance et les résultats

50%

Partie C

Question 1

Évaluez le niveau des énoncés suivants. Les objectifs établis dans le plan communautaire de développement durable (ou dans d'autres initiatives reliées)...

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
ne sont pas alignés avec les objectifs de développement de mon organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ne sont pas à jour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ne reflètent pas ce que veulent les membres de la communauté	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 2

Évaluez le niveau des énoncés suivants. La quantité d'information que je reçois au sujet du plan communautaire de développement durable (ou dans d'autres initiatives reliées) pour ce qui est...

	Vraiment trop peu	Pas assez	Juste assez	Trop	Vraiment trop
du progrès par rapport aux objectifs est	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
des initiatives à long terme sont	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
des initiatives à court terme sont	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
des événements sont	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 3

Évaluez le niveau des énoncés suivants. Les activités de développement durable qui prennent place dans ma communauté et résultant du plan communautaire de développement (ou dans d'autres

initiatives reliées) ...

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
ne m'inspirent pas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ne m'intéressent pas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ne m'excitent pas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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83%

S.V.P. n'oubliez pas de cliquer le bouton ENVOYER en bas de la page pour soumettre votre sondage complet.

Merci!

Nous vous remercions d'avoir participé à notre sondage. Vos commentaires revêtent une grande importance pour notre compréhension des résultats sur la mise en œuvre d'un plan communautaire de développement durable. Pour vous remercier de façon spéciale, nous vous offrons de participer à notre tirage de cartes-cadeaux. Pour ce faire, veuillez suivre le lien que vous trouverez plus bas et inscrire votre adresse courriel.

Commentaire (optionnel)

Si vous désirez obtenir une copie des résultats de cette étude, veuillez indiquer votre adresse électronique ci-dessous et une copie électronique vous sera envoyée dès que l'analyse sera terminée. Votre adresse courriel sera également incluse pour notre tirage de cartes-cadeaux chez **Mountain Equipment Co-op La Cooperative De Plein Air**.

[Cliquez ici pour inscrire votre adresse courriel](#) (ouvrir dans une nouvelle fenêtre ou nouvel onglet).

(Veuillez prendre note que votre adresse électronique ne sera pas associée à vos réponses au questionnaire. Celles-ci demeureront anonymes.)

Si vous avez des commentaires généraux ou des questions concernant cette étude, veuillez communiquer **par courriel avec Amelia Clarke, Ph. D., à l'Université de Waterloo, à amelia.clarke@uwaterloo.ca**

Je tiens à vous assurer que ce projet a été examiné par le Bureau d'éthique de la recherche de l'Université de Waterloo et qu'il a reçu l'approbation de ce dernier. Toutefois, la décision d'y prendre part vous revient pleinement. Si vous avez des commentaires ou des préoccupations en ce qui concerne votre participation à cette étude, veuillez communiquer avec Susan Sykes, Ph. D., au Bureau d'éthique de la recherche au 519 888-4567, poste 36005, ou à ssykes@uwaterloo.ca. Merci beaucoup pour l'intérêt que vous portez à cette requête.

Amelia Clarke, Ph. D. (gestion)
Adriane MacDonald, Doctorante

School of Environment, Enterprise and Development
Université de Waterloo
Téléphone : +1 519 888-4567, poste 38910
Courriel : amelia.clarke@uwaterloo.ca
Site Web : <http://www.environment.uwaterloo.ca/seed/faculty-staff/clarke/>

En collaboration avec :
Lei Huang, Ph. D. (gestion), Université Dalhousie, Canada

En collaboration avec :
Les Gouvernements Locaux pour le Développement Durable

Financé par :
CIGI Centre pour l'innovation dans la gouvernance internationale
CRSH (Conseil de recherches en sciences humaines du Canada)

Outil d'enquête propulsé par [FluidSurveys](#)

Appendix VI: Outreach email sent from ICLEI to their network



Dear ICLEI Members and Friends,

ICLEI has teamed up with the University of Waterloo's School of Enterprise, Environment, and Development to learn more about how Canadian municipalities are implementing their community sustainability plans. The purpose of this exciting project is to improve our understanding of how the management or governance for implementing community sustainability plans can influence outcomes. We need your professional expertise in local sustainable development to help us learn about your community sustainability plan's implementation.

We will explore two types of outcomes. Plan outcomes, related to the goals set in the plans (e.g., GHG emission reductions or water quality improvements) and partner outcomes, related to the experience of your partners (e.g., innovation or gained knowledge). In this case, please think of your partners as people who represent organizations that help with implementing your community sustainability plan. These do not need to be formal partners they can be people who sit on a committee or board or even people who have simply helped implement as few as one sustainability initiative.

As a special thank you for your time, those who fill out the survey will have the option to be entered in a draw to WIN a free registration to ICLEI's **Livable Cities Forum** on **November 29-30, 2012** on the theme of **Creating Adaptive and Resilient Communities**. As well you will receive one additional ballot for each partner involved in your community sustainability plan that fills out a survey. A second draw will also be done where you will be entered to WIN one of five \$100 gift cards from Mountain Equipment Co-op. Good Luck!

There are two surveys one for local government representatives (i.e., you) and one for your community sustainability plan partners.

Local Government representatives:

English Version
French version

Community Sustainability Plan partners: (Please send your partners a brief introduction to the survey and the links below)

English Version
French version

We can't wait to hear what you have to say about how you implement sustainability in your community!

- ICLEI Team

Appendix VII: ICLEI news: Canadian study webpage

ICLEI
Local Governments for Sustainability **CANADA**

global **CONTACT**

Search

Programs Resources Events About ICLEI Members **News**

SHARE YOUR PROFESSIONAL LOCAL SUSTAINABLE DEVELOPMENT KNOWLEDGE
WIN 1 OF 5 MEC GIFT CERTIFICATES!

- font size [decrease font size](#) [increase font size](#)
- [Print](#)
- [Email](#)

Tuesday, 08 January 2013 15:15

SHARE YOUR PROFESSIONAL LOCAL SUSTAINABLE DEVELOPMENT KNOWLEDGE

Written by

ICLEI has teamed up with the University of Waterloo's School of Enterprise, Environment, and Development to learn more about how Canadian municipalities are implementing their community sustainability plans.

ICLEI has teamed up with the University of Waterloo's School of Enterprise, Environment, and Development to learn more about how Canadian municipalities are implementing their community sustainability plans. The purpose of this exciting project is to improve our understanding of how the management or governance for implementing community sustainability plans can influence outcomes. We need your professional expertise in local sustainable development to help us learn about your community sustainability plan's implementation.

We will explore two types of outcomes. Plan outcomes, related to the goals set in the plans (e.g., GHG emission reductions or water quality improvements) and partner outcomes, related to the experience of your partners (e.g., innovation or gained knowledge). In this case, please think of your partners as people who represent organizations that help with implementing your community sustainability plan. These do not need to be formal partners they can be people who sit on a committee or board or even people who have simply helped implement as few as one sustainability initiative.

As a special thank you for your time. Those who fill out the survey will be entered into a draw to WIN one of five \$100 gift cards from Mountain Equipment Co-op. Good Luck!

There are two surveys one for local government representatives (i.e., you) and one for your community sustainability plan partners.

Local Government representatives:	Community Sustainability Plan partners:
To fill out the survey click the appropriate link below:	Please send your partners a brief introduction to the survey and the links below:
English Version	English Version
French Version	French Version

We can't wait to hear what you have to say about how you implement sustainability in your community!

Appendix VIII: Outreach email sent to partners

Dear (name of contact),

My name is Eryn Stewart, and I am working with a PhD researcher, Adriane MacDonald at the University of Waterloo on the project titled "Implementation of collaborative regional sustainable development strategies". This project is conducted under the leadership of Dr. Amelia Clarke from the University of Waterloo's School for Environment, Enterprise and Development (SEED). It is designed to explore outcomes for partner involvement in community sustainability plans. As a part of the project, an online survey is being conducted to validate the benefits and costs to organizations involved in the implementation of a community sustainability plan.

I am looking for participants for the survey part of this project. The questions are related to the results your organization has experienced through your involvement with the [Insert name of community sustainability plan]. Survey questions focus on potential benefits such as networking, learning, marketing opportunities, financial performance improvement, your organization's sustainability initiatives, and community sustainability, and focus on potential costs such as staff time, and financial resources. The survey should take about 15 minutes to complete.

If you would like to participate in this study, please go to this link to fill out the survey -

<https://uwaterloo.ca/school-environment-enterprise-development/partner-survey>

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. Should you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes in the Office of Research Ethics at 519-888-4567, Ext. 36005 or ssykes@uwaterloo.ca. Thank you kindly for your consideration.

Sincerely,

Eryn Stewart

For additional details about this project, please contact:

Adriane MacDonald
School of Environment, Enterprise, and Development
University of Waterloo
telephone: +1 519-888-4567 ext 31551
email: a24macdo@uwaterloo.ca

Appendix IX: Consent letter partnership survey (EN)

Title of Project: *Implementation of community sustainability plans: An international study on governance and outcomes.*

You are invited to participate in a research study conducted under the leadership of *Dr. Amelia Clarke from the School of Environment, Enterprise and Development, University of Waterloo, Canada.* The objective of the research study is to consider the relationship between governance approach and outcomes resulting from the implementation of a community sustainability plan. Community sustainability plans identify a vision, including the environmental, social, and economic goals, and targets of a local community.

If you decide to participate, you will be asked to complete a **20-30** minute online survey. The questions are related to the governance of your community's sustainability plan. For example, survey questions focus on mechanisms for implementation of your community's sustainability plan such as decision making approaches, monitoring and reporting, communications, community-wide actions, and finances.

If you prefer not to complete the survey on the web, please contact us and we will make arrangements to provide you another method of participation. Participation in this study is voluntary. You may decline to answer any questions that you do not wish to answer and you can withdraw your participation at any time by not submitting your responses. There are no known or anticipated risks from participating in this study.

It is important for you to know that any information you provide will be confidential. All of the data will be summarized and no individual community will be identified in these summarized results. Please note that the web-survey does not collect IP addresses.

As a special thank you for filling out the survey you will receive a \$10 gift card to your choice of Amazon or iTunes.

Should you have any questions about the study, please contact *Dr. Amelia Clarke at amelia.clarke @ uwaterloo.ca* or *Adriane MacDonald at a24macdo@uwaterloo.ca*. Further, if you would like to receive a copy of the results of this study, please include your email on the last page of the survey.

I would like to assure you that this study has been reviewed and received ethics clearance through a University of Waterloo Research Ethics Committee. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact Dr. Maureen Nummelin, Director, Office of Research Ethics, at 1-519-888-4567 ext. 36005 or by email at maureen.nummelin@uwaterloo.ca .

Thank you for considering to participate in this study.

Consent to Participate

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

I agree to participate, click "NEXT"

I do not wish to participate (please close your web browser now)

Appendix X: Consent letter partnership survey (FR)

Titre du projet : **Mise en œuvre de plans communautaires de développement durable : Une étude internationale sur la gouvernance et les résultats.**

Vous êtes invitée/invité à prendre part à une étude dirigée par Dr Amelia Clarke de la *School of Environment, Enterprise and Development* de l'University of Waterloo, Canada. L'objectif de cette étude est d'examiner la relation entre une approche de gouvernance et les résultats découlant de la mise en œuvre d'un plan communautaire de développement durable. Les plans communautaires de développement durable proposent une vision de développement, qui inclut des buts environnementaux, sociaux et économiques, ainsi que les objectifs d'une communauté locale.

Si vous acceptez de participer, il vous sera demandé de remplir un questionnaire en ligne d'une durée de **20 à 30 minutes**. Les questions sont reliées à la gouvernance de votre plan communautaire de développement durable. Par exemple, les questions du sondage mettent l'emphase sur les mécanismes de mise en œuvre de votre plan communautaire de développement durable, comme les approches de prise de décision, le contrôle et la production de rapports, les communications, les actions à l'échelle de la communauté et les finances.

Si vous ne désirez pas répondre au questionnaire à partir d'Internet, veuillez communiquer avec nous afin que nous puissions convenir d'un autre moyen pour vous permettre de participer. La participation à cette étude est volontaire. Vous pouvez refuser de répondre à n'importe quelle question et vous pouvez mettre fin à votre participation au projet à tout moment; vous n'aurez, dans cette éventualité, qu'à ne pas nous transmettre vos réponses. Il n'y a aucun risque connu ou pressenti à participer à cette étude.

Il est important que vous sachiez que toutes les informations que vous fournirez demeureront confidentielles. Toutes les données recueillies seront synthétisées de manière à ce qu'aucune personne ne puisse être identifiée à partir de celles-ci. Veuillez noter que le sondage en ligne ne collige aucune adresse IP.

Pour vous remercier de remplir le sondage, vous recevrez un certificat-cadeau de 10 \$ de votre choix chez Amazon ou iTunes.

Si vous avez des questions au sujet de l'étude, n'hésitez pas à communiquer avec Dr Amelia Clarke à amelia.clarke@uwaterloo.ca ou avec Adriane MacDonald à a24macdo@uwaterloo.ca. Par ailleurs, si vous désirez recevoir une copie des résultats de cette étude, veuillez s'il-vous-plaît indiquer votre adresse électronique à la dernière page du questionnaire.

Je tiens à vous assurer que ce projet a été révisé par le Bureau d'éthique de la recherche de l'University of Waterloo et qu'il a reçu l'approbation de ce dernier. Toutefois, la décision d'y prendre part vous revient pleinement. Si vous avez des commentaires ou des préoccupations en ce qui concerne votre participation à cette étude, veuillez communiquer avec Dr Maureen Nummelin, directrice du Bureau d'éthique de la recherche, au 1-519-888-4567, poste 36005 ou par courriel à maureen.nummelin@uwaterloo.ca.

Je vous remercie de votre intérêt à participer à cette étude.

Consentement à participer à l'étude

C'est en toute connaissance de cause des éléments précédents que j'accepte de mon plein gré de participer à cette étude.

J'accepte de participer à l'étude, cliquez 'Suivant'

Je ne souhaite pas participer à l'étude (veuillez fermer votre navigateur Web maintenant)

Appendix XI: Consent letter partnership survey (ES)

Título del Proyecto: Implementación de programas de sustentabilidad comunitaria: Un estudio internacional de gobernanza y resultados

Le invitamos a participar en un estudio de investigación liderado por la Dra. Amelia Clarke de la *School of Environment, Enterprise and Development, University of Waterloo*, Canadá. El objetivo de la investigación es considerar la relación que existe entre la aproximación de gobernanza y los resultados obtenidos de la implementación de un programa de sustentabilidad comunitaria. Los programas de sustentabilidad comunitaria identifican una visión de sustentabilidad que incluye metas ambientales, sociales y económicas, y objetivos de la comunidad local.

Si decide participar, necesitamos que complete una encuesta online de 20 a 30 minutos. Las preguntas de la entrevista están relacionadas con la gobernanza de su programa de sustentabilidad comunitaria. Por ejemplo, las preguntas se centrarán en los mecanismos de implementación de su programa de sustentabilidad, tales como las aproximaciones en la toma de decisiones, supervisión y reporte, comunicaciones, acciones de ámbito comunitario y finanzas.

Si prefiere completar la encuesta en otro formato que no sea online, por favor contáctenos y haremos los arreglos necesarios para proveerle de otro método de participación. La participación en este estudio es voluntaria. Usted puede declinar a responder cualquier pregunta que desee y puede renunciar a participar en este estudio en cualquier momento, simplemente no enviando sus respuestas. No anticipamos ningún tipo de riesgo por participar en este estudio.

Es muy importante que sepa que toda la información que usted provea será confidencial. Toda la información será condensada y ninguna comunidad en particular será identificada en los resultados de ese resumen. Por favor note que esta encuesta online no colecta direcciones de IP.

En agradecimiento por su tiempo, queremos obsequiarle un regalo equivalente a \$10, por favor seleccione la gift card que usted prefiera a continuación.

Si tiene cualquier pregunta sobre este estudio, por favor contacte a la Dr. Amelia Clarke al email amelia.clarke@uwaterloo.ca o a Adriane MacDonald a a24macdo@uwaterloo.ca. Si usted desea recibir una copia de los resultados de este estudio más adelante, por favor incluya su email en la última página del cuestionario.

Quiero asegurarle que este estudio ha sido revisado y aprobado por el Comité de ética de la investigación de la Universidad de Waterloo. Sin embargo, la decisión final sobre su participación en este estudio es completamente suya. Si tiene cualquier comentario o duda como resultado de su participación en este estudio, por favor siéntase en completa libertad de contactar a la Dra. Maureen Nummelin, directora de la oficina de Ética de la Investigación, al 15198884567 ext. 36005 o por email a maureen.nummelin@uwaterloo.ca.

No deseo participar (por favor cierre su navegador ahora)

Appendix XII: Consent letter partnership survey (KO)

지역 지속가능발전 계획 이행: 거버넌스 및 그 결과에 관한 국제 연구

0%

사업명: '지역 지속가능발전 계획 이행: 거버넌스 및 그 결과에 관한 국제 연구'

귀하는 캐나다 워털루대학교 환경•기업•개발 대학원의 아멜리아 클라크 박사님이 진행하는 조사연구에 초대되었습니다. 본 연구는 지역 지속가능발전 계획 이행 결과와 거버넌스간의 상호관계를 이해하는데 목적을 두고 있습니다. 지역 지속가능발전 계획은 환경, 사회, 경제적 목표와 지역사회의 목표 등 지속가능성 비전을 구체화한 것입니다.

연구에 참여하실 경우, 온라인으로 설문에 응답하시게 되며, 약 20~30분의 시간이 소요될 예정입니다. 설문내용은 귀하가 소속된 지역의 지속가능발전 계획의 거버넌스와 관련된 사항입니다. 예를 들어, 의사결정 방법, 모니터링 및 기록, 소통, 지역 전체적인 실천, 재정 등 지역 지속가능발전 계획의 이행체계에 관한 것에 초점을 맞추고 있습니다.

온라인 설문조사를 선호하지 않으실 경우, 저희에게 연락을 주시면 설문에 참여할 수 있는 다른 방법을 제공하도록 하겠습니다. 본 설문조사에의 참여는 자발성에 기초합니다. 응답을 원하지 않는 질문에 응답 하지 않을 수 있으며, 설문응답 내용을 제출하지 않으면 설문조사 참여가 철회됩니다. 본 설문조사에의 참여로 인한 이미 알려진, 또는 예상되는 위험은 없습니다.

귀하가 제공하는 어떠한 정보도 비밀이 보장될 것을 말씀드립니다. 모든 데이터는 통합되어 요약될 것이며, 본 요약 내용에는 어떠한 개별 지방자치단체명도 밝히지 않을 것임을 확인합니다. 또한, 본 온라인 설문조사는 IP주소를 수집하지 않음을 확인합니다.

본 설문조사에 참여해 주신 데 대한 감사의 뜻으로, 10달러 상당의 아마존 또는 아이클라우드 상품권을 귀하에게 드립니다.

본 설문조사에 대해 추가 문의 사항이 있을 경우, 아멜리아 클라크 박사(Dr. Amelia Clarke, amelia.clarke@uwaterloo.ca) 또는 아드리안 맥도날드(Adriane MacDonald, a24macdo@uwaterloo.ca)에게 연락 주시기 바랍니다. 또한, 본 설문조사 결과 보고서를 받고자 하신다면, 설문조사 마지막 페이지에 귀하의 이메일 주소를 기입해 주시기 바랍니다.

본 연구는 워털루대학교 조사연구윤리처의 심의를 통과하여 승인받았음을 확인합니다. 그러나, 설문조사 참여에 대한 최종 결정은 귀하의 몫입니다. 설문조사 참여에 따른 결과에 대해 어떠한 의견이나 우려사항이 있다면, 워털루대학교 조사연구윤리처장인 모린 뉘멜린 박사에게 언제든지 연락주시기 바랍니다.

모린 뉘멜린 박사(Dr. Maureen Nummelin)
워털루대학교 조사연구윤리처장
Director, Office of Research Ethics
The University of Waterloo
T) +1-519-888-4567 (교환번호) 36005
E-mail: maureen.nummelin@uwaterloo.ca

본 설문조사에의 참여를 고려해 주시어 감사드립니다.

참여 동의

본인은 상기 내용을 충분히 숙지하였으며, 본인의 자발적 의지로 본 설문 조사에 참여하는데 동의합니다.

- 나는 설문조사에 참여합니다. "Next" 클릭

- 나는 설문조사에 참여하기를 원하지 않습니다.(귀하의 웹브라우저를 지금 닫아주시기 바랍니다.)

Next

Appendix XIII: Partnership Survey (EN)

Administrator Toolbar

Jump to page:

Implementation of community sustainability plans: A study on governance and outcomes

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Title of Project: *Implementation of community sustainability plans: An international study on governance and outcomes.*

You are invited to participate in a research study conducted under the leadership of *Dr. Amelia Clarke* from the *School of Environment, Enterprise and Development*, University of Waterloo, Canada. The objective of the research study is to consider the relationship between governance approach and outcomes resulting from the implementation of a community sustainability plan. Community sustainability plans identify a vision, including the environmental, social, and economic goals, and targets of a local community.

If you decide to participate, you will be asked to complete a 20-30 minute online survey. The questions are related to the governance of your community's sustainability plan. For example, survey questions focus on mechanisms for implementation of your community's sustainability plan such as decision-making approaches, monitoring and reporting, communications, community-wide actions, and finances.

If you prefer not to complete the survey on the web, please contact us and we will make arrangements to provide you another method of participation. Participation in this study is voluntary. You may decline to answer any questions that you do not wish to answer and you can withdraw your participation at any time by not submitting your responses. There are no known or anticipated risks from participating in this study.

It is important for you to know that any information you provide will be confidential. All of the data will be summarized and no individual community will be identified in these summarized results. Please note that the web-survey does not collect IP addresses.

As a special thank you for filling out the survey you will receive a \$10 gift card to your choice of Amazon or iTunes.

Should you have any questions about the study, please contact *Dr. Amelia Clarke* at amelia.clarke@uwaterloo.ca or *Adriane MacDonald* at a24macdo@uwaterloo.ca. Further, if you would like to receive a copy of the results of this study, please include your email on the last page of the survey.

I would like to assure you that this study has been reviewed and received ethics clearance through a University of Waterloo Research Ethics Committee. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please feel free to contact *Dr. Maureen Nummelin*, Director, Office of Research Ethics, at 1-519-888-4567 ext. 36005 or by email at maureen.nummelin@uwaterloo.ca.

Thank you for considering to participate in this study.

Consent to Participate

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

I agree to participate, click "NEXT"

I do not wish to participate (please close your web browser now)

Form Tools powered by [FluidSurveys](#)

In collaboration with:
Dr. Lei Huang, State University of New York at Fredonia, United States
Dr. May Seitanidi, Kent Business School, United Kingdom
Dr. Mark Roseland, Simon Fraser University, Canada and
David Runnells, Centre for International Governance Innovation, Canada

In partnership with:
ICLEI Local Governments for Sustainability

Funded by:
CIGI - Centre for International Governance Innovation
SSHRC
Sustainable Prosperity
Mitacs

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Part A:

Administrator Toolbar

Jump to page: Page 2 - Part A ▾ Go

Implementation of community sustainability plans: A study on governance and outcomes

16%

Part A

Question 1

What local authority or community are you representing in this survey?

What country is your community in?

Please select the continent your country is in

- Africa
- Asia
- Australia
- Europe
- North America
- South America

Question 2

Select the population range that best describes your community

- Under 50,000
- 50,001 - 100, 000
- 100, 001 - 500, 000
- 500, 001 - 1, 000, 000
- 1, 000, 001 - 5, 000, 000
- 5, 000, 001+

Question 3

Please select one of the following organization types that best reflect the local government entity you represent as you fill out the survey.

- Local Government (whole)
- Local Government (one department)
- Other, please specify

Question 4

Please select the role that most identifies you within your organization

- Elected Official
- Director
- Manager
- Coordinator/Specialist/Officer/Planner
- Project/Program Assistant

- Intern/Student
- Other, please specify...

Question 5

Community sustainability plans often include several sustainable development topic areas. Below are sixteen topics commonly associated with community sustainability. Each community has different needs so we understand that your plan might not cover all of these topics. To answer this question, please only select the topics that appear in your community sustainability plan.

- Energy
- Land Use
- Transportation
- Water
- Waste
- Air
- Housing
- Financial Security/ Poverty Alleviation
- Local Economy/Employment
- Food Security
- Ecological Diversity
- Climate Change
- Noise Pollution
- Civic Engagement
- Social Infrastructure
- Safety (Crime)

Question 6

How old is your community sustainability plan?

- 0-2 years
- 3-5 years
- 6-8 years
- 9-11 years
- 12-14 years
- 15+ years
- Not sure

Question 7

What is the time horizon of your community sustainability plan?

- 0-10
- 11-20
- 21-30
- 31-40
- 41-50
- 51-60
- 61+
- Not sure

Question 8

How many partners are involved in the implementation of your community sustainability plan?

- 0
- 1-5
- 6-10
- 11-20
- 21-50
- 51-99
- 100+
- Not sure

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Part B:

Administrator Toolbar

Jump to page:

Implementation of community sustainability plans: A study on governance and outcomes

33%

Part B

Question 1 - Oversight Structure

Please rate the level of the following statements. Implementation activities for your community sustainability plan are organized through....

	Never	Rarely	Occasionally	Frequently	Very Frequently
an arm's length organization (e.g., non-governmental organization)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a committee or board made up of partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
issue-based task forces made up of partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
other processes that engage partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 2 - Governance

Please rate to what extent you agree or disagree with the following statements.

	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree
strategic decisions (e.g., what projects to implement, what aspects of progress to monitor, what information to communicate) are made by the local government partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
strategic decisions are made collaboratively by all partners, including the local government (e.g., through committees, networks, issue-based task-forces)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
implementation decisions (e.g., how to implement the projects, how to monitor progress, how to communicate) are made by the local government partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
implementation decisions are made collaboratively by all partners, including the local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitoring is done by the local government partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

monitoring is done collaboratively by all partners, including the local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
reporting is done by the local government partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
reporting is done collaboratively by all partners, including the local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
communication is facilitated by the local government partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
communication is facilitated collaboratively by all partners, including the local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
meetings and/or other partner events are coordinated by the local government partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
meetings and/or other partner events are coordinated collaboratively by all partners, including the local government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 3 - Evaluation and Control

Please rate to what extent you agree or disagree with this following statements. Implementation of your community sustainability plan include mechanisms that....

	disagree	somewhat disagree	neutral	somewhat agree	agree
monitor progress made on community-wide sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitor progress made on partners' sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
monitor progress made on the local government's sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
report on progress made on community-wide sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
report on progress made on partners' sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
report on progress made on local government's sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
report on local government and partner sustainability actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
identify necessary adjustments required for meeting the community's sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
allow for adjustments to be made to the community's sustainability goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

facilitate the timely renewal of the community sustainability plan

Question 4 - Partner Engagement

Please rate to what extent you agree or disagree with this following statements. Implementation of your community sustainability plan include mechanisms that....

	disagree	somewhat disagree	neutral	somewhat agree	agree
allows for multiple avenues for partners to contribute (e.g., committees, networks, issue-based task-forces)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
encourage partner organizations to engage in community sustainability initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
encourage partner organizations to implement internal sustainability initiatives (e.g., zero waste programs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ensure all the organizations that need to be members of the partnership are members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 5 - Communication

For each of the following statements please rate the amount of communication to partners on activities related to your community sustainability plan (or other related initiative) done through....

	Never	Rarely	Occasionally	Frequently	Very Frequently
a website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
regular email updates sent to partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
partner networking events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sustainability focused educational seminars and workshops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
awards and/or recognition events for partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
annual or regular meetings with partners to discuss progress and next steps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part C:

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Jump to page:

Implementation of community sustainability plans: A study on governance and outcomes

50%

Part C - Outcomes

Question 4 -Process Outcomes

Please rate your level of agreement with the following statements. In the implementation of the community sustainability plan...

	disagree	somewhat disagree	neutral	somewhat agree	agree
partners are able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the collaborative group has the ability to survive even if it had to make major changes in its plans or add some new members to reach its goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
there is adequate 'people power' for the collaborative group to do what it wants to accomplish	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
there are adequate funds for the collaborative group to do what it wants to accomplish	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the partners in leadership positions have good skills for working with other people and organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
new sustainability focused organizations (e.g., not-for-profit or social enterprise) have formed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
new collaboratively implemented sustainability projects have formed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 5 - Partner Outcomes

Please rate the level of the following statements. As a result of implementing the community sustainability plan...

	disagree	somewhat disagree	neutral	somewhat agree	agree
sustainability knowledge in the local authority has increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sustainability knowledge among partners has increased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
the partners have a better understanding of the sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

issues in the community

positive professional relationships have formed among the partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
partners have an improved understanding of each others' perspectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
positive relationships have formed between the community and the partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
people involved in our collaboration always trust one another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
communication among the people in this collaborative group happen at both formal meetings and in informal ways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sustainability goals set in the community sustainability plan have been achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 6

If your community sustainability plan includes climate change mitigation please fill in the following information (if possible). For example, your community might have provided this information to the Carbons Cities Climate Registry. If you do not have this information, just skip this question.

Corporate GHG target(s)	<input type="text"/>
Baseline year for your corporate GHG inventory	<input type="text"/>
Total CO2E emissions in your corporate GHG inventory in the baseline year	<input type="text"/>
Year of your latest corporate GHG inventory	<input type="text"/>
Total CO2E emissions in your latest corporate GHG inventory	<input type="text"/>
Community-wide GHG target(s)	<input type="text"/>
Baseline year for your community-wide GHG inventory	<input type="text"/>
Total CO2E emissions in your community-wide GHG inventory in the baseline year	<input type="text"/>
Year of your latest community-wide GHG inventory	<input type="text"/>

Total CO2E emissions in
your latest community-wide
GHG inventory

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Implementation of community sustainability plans: A study on governance and outcomes

83%



Please remember to click the submit button at the very bottom of this page in order to submit your completed survey.

Comments (optional):

Thank you!

Thank you for participating in our survey. Your feedback is extremely valuable in helping us understand governance approach and related outcomes of implementing a community sustainability plan. As a special thank you for your time, we would like to give you a \$10 gift, please select the gift card you would like below.

Can we follow-up with you if we have additional questions? If yes, please leave your email address in the comment box above.

- Yes
 No

If you would like a copy of the results, please insert your email address in the box below, and an electronic copy will be sent to you once the analysis is complete.

Thank You Gift

Please select the \$10 gift card you would like and include your email in the box below so we can send you the gift card.

- Amazon
 iTunes
 Your email address

If you have any general comments or questions related to this study, please contact **Dr. Amelia Clarke at the University of Waterloo via e-mail at amelia.clarke@uwaterloo.ca**.

We would like to assure you that this study has been reviewed by, and received ethics clearance through, the Office of Research Ethics. If you have any concerns regarding your participation in this study, please contact Dr. Maureen Nummelin, Director, Officer of Research Ethics, at 1-519-888-4567 ext. 36005 or by email at maureen.nummelin@uwaterloo.ca.

Dr. Amelia Clarke, Assistant Professor
Adriane MacDonald, PhD Candidate

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email: amelia.clarke@uwaterloo.ca
<https://uwaterloo.ca/school-environment-enterprise-development/people-profiles/amelia-clarke>

Appendix XIV: Partnership Survey (FR)

Langue: Français ▼ Aller

Mise en œuvre de plans communautaires de développement durable : Une étude internationale sur la gouvernance et les résultats.

0%

Titre du projet : **Mise en œuvre de plans communautaires de développement durable : Une étude internationale sur la gouvernance et les résultats.**

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Aller à la page:

Page 1

Aller

la *School of Environment, Enterprise and*

aminer la relation entre une approche de gouvernance et les résultats découlant de la mise en œuvre d'un plan communautaire de développement durable. Les plans communautaires de développement durable proposent une vision de développement, qui inclut des buts environnementaux, sociaux et économiques, ainsi que les objectifs d'une communauté locale.

Si vous acceptez de participer, il vous sera demandé de remplir un questionnaire en ligne d'une durée de **20 à 30 minutes**. Les questions sont reliées à la gouvernance de votre plan communautaire de développement durable. Par exemple, les questions du sondage mettent l'emphase sur les mécanismes de mise en œuvre de votre plan communautaire de développement durable, comme les approches de prise de décision, le contrôle et la production de rapports, les communications, les actions à l'échelle de la communauté et les finances.

Si vous ne désirez pas répondre au questionnaire à partir d'Internet, veuillez communiquer avec nous afin que nous puissions convenir d'un autre moyen pour vous permettre de participer. La participation à cette étude est volontaire. Vous pouvez refuser de répondre à n'importe quelle question et vous pouvez mettre fin à votre participation au projet à tout moment; vous n'aurez, dans cette éventualité, qu'à ne pas nous transmettre vos réponses. Il n'y a aucun risque connu ou pressenti à participer à cette étude.

Il est important que vous sachiez que toutes les informations que vous fournirez demeureront confidentielles. Toutes les données recueillies seront synthétisées de manière à ce qu'aucune personne ne puisse être identifiée à partir de celles-ci. Veuillez noter que le sondage en ligne ne collige aucune adresse IP.

Pour vous remercier de remplir le sondage, vous recevrez un certificat-cadeau de 10 \$ de votre choix chez Amazon ou iTunes.

Si vous avez des questions au sujet de l'étude, n'hésitez pas à communiquer avec Dr Amelia Clarke à amelia.clarke@uwaterloo.ca ou avec Adriane MacDonald à a24macdo@uwaterloo.ca. Par ailleurs, si vous désirez recevoir une copie des résultats de cette étude, veuillez s'il-vous-plaît indiquer votre adresse électronique à la dernière page du questionnaire.

Je tiens à vous assurer que ce projet a été révisé par le Bureau d'éthique de la recherche de l'University of Waterloo et qu'il a reçu l'approbation de ce dernier. Toutefois, la décision d'y prendre part vous revient pleinement. Si vous avez des commentaires ou des préoccupations en ce qui concerne votre participation à cette étude, veuillez communiquer avec Dr Maureen Nummelin, directrice du Bureau d'éthique de la recherche, au 1-519-888-4567, poste 36005 ou par courriel à maureen.nummelin@uwaterloo.ca.

Je vous remercie de votre intérêt à participer à cette étude.

Consentement à participer à l'étude

C'est en toute connaissance de cause des éléments précédents que j'accepte de mon plein gré de participer à cette étude.

J'accepte de participer à l'étude, cliquez 'Suivant'

Je ne souhaite pas participer à l'étude (veuillez fermer votre navigateur Web maintenant)

Suivant

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School of Environment, Enterprise and Development
University of Waterloo, Canada
téléphone: +1 5198884567
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En collaboration avec :

Dr Lei Huang, State University of New York, Fredonia, États-Unis
Dr May Seitanidi, Kent Business School, Royaume-Uni
Dr Mark Roseland, Simon Fraser University, Canada et
David Runnells, Centre pour l'innovation dans la gouvernance internationale, Canada

En partenariat avec :

Les gouvernements locaux pour le développement durable (ICLEI)

Financé par :

CIGI Centre pour l'innovation dans la gouvernance internationale
CRSH - Conseil de recherches en sciences humaines
La Prospérité durable
Mitacs

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Part A:

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Aller à la page: Page 2 - Partie A ▾ Aller

Langue: Français ▾ Aller

16%

Mise en œuvre de plans communautaires de développement durable : Une étude internationale sur la gouvernance et les résultats.

Partie A

Question 1

Quelle autorité locale ou communautaire

représentez-vous en remplissant ce sondage?

Dans quel pays se situe votre communauté?

Veillez sélectionner le continent où se trouve votre pays

- Afrique
- Asie
- Australie
- Europe
- Amérique du Nord
- Amérique du Sud

Question 2

Sélectionnez l'intervalle de population qui décrit le mieux votre communauté

- Moins de 50 000
- 50 001 - 100 000
- 100 001 - 500 000
- 500 001 - 1 000 000
- 1 000 001 - 5 000 000
- 5 000 001 et plus

Question 3

Veillez sélectionner quel type d'organisations représente le mieux l'entité de gouvernement local que vous représentez en remplissant ce sondage.

- Administration locale (global)
- Administration locale (un département)
- Autre, veuillez spécifier...

Question 4

Veillez sélectionner le rôle qui vous décrit le mieux au sein de votre organisation

- Officier élu
- Directeur

- Gestionnaire
- Coordonnateur/spécialiste/officier/planificateur
- Assistant de projet/de programme
- Stagiaire/étudiant
- Autre, veuillez spécifier...

Question 5

Les plans communautaires incluent souvent plusieurs sujets de développement durable. Vous trouverez plus bas seize sujets généralement associés au développement durable communautaire. Chaque communauté ayant des besoins différents, nous comprenons que votre plan ne couvre pas nécessairement tous ces sujets. Pour répondre à cette question, veuillez sélectionner seulement les sujets qui apparaissent dans votre plan communautaire de développement durable.

- Énergie
- Exploitation de la terre
- Transport
- Eau
- Déchets
- Air
- Habitation
- Sécurité financière/Allègement de la pauvreté
- Économie locale/Emploi
- Sécurité alimentaire
- Diversité écologique
- Changements climatiques
- Pollution par le bruit
- Engagement civique
- Infrastructure sociale
- Sécurité (crime)

Question 6

Depuis quand votre plan communautaire de développement durable existe-t-il?

- 0-2 ans
- 3-5 ans
- 6-8 ans
- 9-11 ans
- 12-14 ans
- 15 ans et plus
- Pas certain

Question 7

Quelle est la durée de vie estimée de votre plan communautaire de développement durable?

- 0-10
- 11-20
- 21-30
- 31-40
- 41-50
- 51-60
- 61 et plus
- Pas certain

Question 8

Combien de partenaires sont engagés dans la mise en œuvre de votre plan communautaire de développement durable?

- 0
- 1-5
- 6-10
- 11-20
- 21-50
- 51-99
- 100 et plus
- Pas certain

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Part B:

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Aller à la page: Page 3 - Partie B ▼ Aller

Langue: Français ▼ Aller

33%

Mise en œuvre de plans communautaires de développement durable : Une étude internationale sur la gouvernance et les résultats.

Partie B

Question 1 - Aperçu de la structure

Veillez évaluer la valeur des énoncés suivants. Les activités de mise en œuvre pour votre plan communautaire de développement durable sont organisées par le biais de...

	Jamais	Rarement	Occasionnellement	Fréquemment	Très fréquemment
la branche d'une organisation (c.-à-d. organisation non-gouvernementale)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
un comité ou conseil composé de partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
des groupes de travail par enjeu composés de partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
le gouvernement local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
autres processus qui impliquent les partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 2 - Gouvernance

Veillez évaluer dans quelle mesure vous êtes en accord ou en désaccord avec les énoncés suivants.

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Les décisions stratégiques (c.-à-d. quels projets mettre en œuvre, quels progrès mesurer, quelle information communiquer) sont prises par le partenaire gouvernemental local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les décisions stratégiques sont prises en collaboration avec tous les partenaires, incluant le gouvernement local (c.-à-d. par le biais de comités, réseaux, groupes de travail par enjeu)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les décisions de mise en œuvre (c.-à-d. de quelle façon mettre en œuvre les projets, quels progrès mesurer, comment communiquer) sont prises par le partenaire gouvernemental local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Les décisions de mise en œuvre sont prises en collaboration avec tous les partenaires, incluant le gouvernement local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La surveillance est effectuée par le partenaire gouvernemental local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La surveillance est effectuée en collaboration avec tous les partenaires, incluant le gouvernement local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les rapports sont produits par le partenaire gouvernemental local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les rapports sont produits en collaboration avec tous les partenaires, incluant le gouvernement local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La communication est facilitée par le partenaire gouvernemental local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La communication est facilitée en collaboration avec tous les partenaires, incluant le gouvernement local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les réunions et/ou autres événements en partenariat sont coordonnés par le partenaire gouvernemental local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les réunions et/ou autres événements en partenariat sont coordonnés en collaboration avec tous les partenaires, incluant le gouvernement local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 3 - Évaluation et contrôle

Veillez évaluer dans quelle mesure vous êtes en accord ou en désaccord avec les énoncés suivants. La mise en œuvre de votre plan communautaire de développement durable inclut des mécanismes qui...

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Observe le progrès accompli sur les objectifs de développement durable à l'échelle de la communauté	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Observe le progrès accompli sur les objectifs de développement durable des partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Observe le progrès accompli sur les objectifs de développement durable du gouvernement local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signale le progrès accompli sur les objectifs de développement durable à	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

l'échelle de la communauté

Signale le progrès accompli sur les objectifs de développement durable des partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signale le progrès accompli sur les objectifs de développement durable du gouvernement local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signale le progrès accompli sur les <u>actions</u> de développement durable du gouvernement local et du partenaire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifie les ajustements nécessaires requis pour rencontrer les objectifs de développement durable de la communauté	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rend possibles les ajustements à effectuer aux objectifs de développement durable de la communauté	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilite le renouvellement en temps opportun du plan communautaire de développement durable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 4 - Engagement du partenaire

Veillez évaluer dans quelle mesure vous êtes en accord ou en désaccord avec les énoncés suivants. La mise en œuvre de votre plan communautaire de développement durable inclut des mécanismes qui...

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Permettent d'emprunter de multiples pistes de contribution pour les partenaires (c.-à-c. des comités, réseaux, groupes de travail par enjeu)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouragent les organisations partenaires à s'impliquer dans des initiatives communautaire de développement durable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouragent les organisations partenaires à mettre en œuvre des initiatives internes de développement durable (c.-à-d. des programmes Zéro déchet)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S'assure que toutes les organisations qui doivent être membres du partenariat le sont	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 5 - Communication

Pour chacun des énoncés suivants, veuillez évaluer le degré de communication transmise aux partenaires sur les activités reliées à votre plan communautaire de développement durable (ou d'une initiative y étant associée) par le biais...

	Jamais	Rarement	Occasionnellement	Fréquemment	Très fréquemment
D'un site Web	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D'un bulletin d'information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
De mises à jour régulières envoyées aux partenaires par courriel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D'événements de réseautage avec le partenaire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
De séminaires ou ateliers de travail éducatifs basés sur le développement durable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D'événements de récompenses et/ou de reconnaissance pour les partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
De réunions annuelles ou régulières avec les partenaires pour discuter du progrès accompli et des prochaines étapes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Retour Suivant

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Part C:

Administrator Toolbar

Aller à la page: Page 4 - Partie C ▼ Aller

Langue: Français ▼ Aller

50%

Mise en œuvre de plans communautaires de développement durable : Une étude internationale sur la gouvernance et les résultats.

Partie C - Résultats

Question 4 - Résultats du processus

Veillez évaluer dans quelle mesure vous êtes en accord ou en désaccord avec les énoncés suivants. Dans la mise en œuvre du plan communautaire de développement durable...

	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni d'accord	D'accord	Tout à fait d'accord
Les partenaires peuvent s'adapter aux conditions changeantes, comme le fait de recevoir moins de fonds que prévu, un climat politique mouvant ou un changement à la direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Le groupe coopératif a la compétence de survivre même s'il a dû faire des changements importants à ses plans ou s'il a ajouté de nouveaux membres pour atteindre ses objectifs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Il y a un « pouvoir du peuple » adéquat pour que le groupe coopératif puisse faire ce qu'il veut pour arriver à ses fins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Il y a assez de fonds pour que le groupe coopératif puisse arriver à ses fins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les partenaires en position de leadership ont les bonnes compétences pour travailler avec les gens et les organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
De nouvelles organisations axées sur le développement durable (c.-à-d. des entreprises à but non lucratif ou sociales) ont été créées	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
De nouveaux projets coopératifs de développement durable ont été mis en œuvre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 5 - Résultats du partenaire

Veillez évaluer la valeur des énoncés suivants. Résultant de la mise en œuvre du plan communautaire de développement durable...

Pas du tout

Ni en

Tout à fait

	d'accord	Pas d'accord	désaccord ni d'accord	D'accord	d'accord
La connaissance du développement durable s'est accrue chez les autorités locales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La connaissance du développement durable s'est accrue parmi les partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les partenaires ont une meilleure compréhension des enjeux de développement durable pour la communauté	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Des relations professionnelles favorables ont été créées parmi les partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les partenaires ont une meilleure compréhension de leurs perspectives réciproques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Des relations professionnelles favorables ont été créées entre la communauté et les partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les personnes impliquées dans notre coopération se font toujours confiance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La communication entre les gens impliqués dans ce groupe coopératif existe autant dans les réunions formelles que de façon informelle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Les objectifs de développement durable établis dans le plan communautaire de développement durable ont été atteints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 6

Si votre plan communautaire de développement durable inclut des mesures d'atténuation du changement climatique, veuillez compléter l'information suivante (si possible). Par exemple, votre communauté a peut-être fourni cette information au Carbonn Cities Climate Registry. Si vous ne possédez pas cette information, sautez simplement la question.

Objectif(s) corporatif(s) pour les gaz à effet de serre

Année de référence pour votre inventaire corporatif de gaz à effet de serre

Total des émissions d'équivalent de Co2 de votre inventaire corporatif pour l'année de référence

Année de votre plus récent inventaire corporatif de gaz

à effet de serre

Total des émissions
d'équivalent de Co2 pour
votre plus récent inventaire
corporatif de gaz à effet de
serre

Objectif(s) de gaz à effet de
serre à l'échelle de la
communauté

Année de référence pour
votre inventaire de gaz à
effet de serre à l'échelle de
la communauté

Total des émissions
d'équivalent de Co2 de
votre inventaire de gaz à
effet de serre à l'échelle de
la communauté pour
l'année de référence

Année de votre plus récent
inventaire de gaz à effet de
serre à l'échelle de la
communauté

Total des émissions
d'équivalent de Co2 de
votre plus récent inventaire
de gaz à effet de serre à
l'échelle de la communauté

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Langue: Français

Mise en œuvre de plans communautaires de développement durable : Une étude internationale sur la gouvernance et les résultats.

83%

S.V.P. n'oubliez pas de cliquer sur le bouton ENVOYER tout en bas de la page pour soumettre votre sondage complet.

Commentaire (optionnel) :

Administrator Toolbar

Aller à la page:

Merci!

Nous vous remercions d'avoir participé à notre sondage. Votre rétroaction revêt une grande importance pour notre compréhension de l'approche de gouvernance et des résultats sur la mise en œuvre d'un plan communautaire de développement durable. Pour vous remercier de votre participation, nous aimerions vous offrir un cadeau de 10 \$. Veuillez sélectionner le certificat-cadeau de votre choix plus bas.

Pourrions-nous communiquer avec vous si nous avons d'autres questions? Si vous êtes d'accord, veuillez indiquer votre adresse électronique dans la boîte de commentaire ci-dessus.

- Oui
 Non

Si vous désirez obtenir une copie des résultats de cette étude, veuillez indiquer votre adresse électronique dans la boîte ci-dessous et une copie électronique vous sera envoyée dès que l'analyse sera terminée.

Cadeau de remerciement

Veuillez sélectionner le certificat-cadeau de 10 \$ de votre choix et inclure votre adresse courriel dans la boîte ci-dessous pour que nous puissions vous l'acheminer.

- Amazon
 iTunes
 Adresse courriel

Si vous avez des commentaires généraux ou des questions au sujet de cette étude, veuillez communiquer avec **Dr Amelia Clarke** à l'University of Waterloo par courriel à amelia.clarke@uwaterloo.ca.

Nous tenons à vous assurer que ce projet a été révisé par le Bureau d'éthique de la recherche de l'University of Waterloo et qu'il a reçu l'approbation de ce dernier. Si vous avez des préoccupations en ce qui concerne votre participation à cette étude, veuillez communiquer avec Dr Maureen Nummelin, directrice du Bureau d'éthique de la recherche, au 1-519-888-4567, poste 36005 ou par courriel à maureen.nummelin@uwaterloo.ca.

Dr. Amelia Clarke, professeur adjointe
Adriane MacDonald, doctorante

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University of Waterloo, Canada
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Dr Lei Huang, State University of New York, Fredonia, États-Unis

Dr May Seitanidi, Kent Business School, Royaume-Uni

Dr Mark Roseland, Simon Fraser University, Canada et

David Runnells, Centre pour l'innovation dans la gouvernance internationale, Canada

En partenariat avec :

Les gouvernements locaux pour le développement durable (ICLEI)

Financé par :

CIGI Centre pour l'innovation dans la gouvernance internationale

CRSH - Conseil de recherches en sciences humaines

La Prospérité durable

Mitacs

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Appendix XV: Partnership Survey (ES)

Tablero del Administrador

Saltar a la página:

Idioma:

Implementación de programas de sustentabilidad comunitaria: Un estudio internacional de gobernanza y resultados

0%

Título del Proyecto: Implementación de programas de sustentabilidad comunitaria: Un estudio internacional de gobernanza y resultados

Le invitamos a participar en un estudio de investigación liderado por la Dra. Amelia Clarke de la *School of Environment, Enterprise and Development, University of Waterloo*, Canadá. El objetivo de la investigación es considerar la relación que existe entre la aproximación de gobernanza y los resultados obtenidos de la implementación de un programa de sustentabilidad comunitaria. Los programas de sustentabilidad comunitaria identifican una visión de sustentabilidad que incluye metas ambientales, sociales y económicas, y objetivos de la comunidad local.

Si decide participar, necesitamos que complete una encuesta online de 20 a 30 minutos. Las preguntas de la entrevista están relacionadas con la gobernanza de su programa de sustentabilidad comunitaria. Por ejemplo, las preguntas se centrarán en los mecanismos de implementación de su programa de sustentabilidad, tales como las aproximaciones en la toma de decisiones, supervisión y reporte, comunicaciones, acciones de ámbito comunitario y finanzas.

Si prefiere completar la encuesta en otro formato que no sea online, por favor contáctenos y haremos los arreglos necesarios para proveerle de otro método de participación. La participación en este estudio es voluntaria. Usted puede declinar a responder cualquier pregunta que desee y puede renunciar a participar en este estudio en cualquier momento, simplemente no enviando sus respuestas. No anticipamos ningún tipo de riesgo por participar en este estudio.

Es muy importante que sepa que toda la información que usted provea será confidencial. Toda la información será condensada y ninguna comunidad en particular será identificada en los resultados de ese resumen. Por favor note que esta encuesta online no colecciona direcciones de IP.

En agradecimiento por su tiempo, queremos obsequiarle un regalo equivalente a \$10, por favor seleccione la gift card que usted prefiera a continuación.

Si tiene cualquier pregunta sobre este estudio, por favor contacte a la Dr. Amelia Clarke al email amelia.clarke@uwaterloo.ca o a Adriane MacDonald a a24macdo@uwaterloo.ca. Si usted desea recibir una copia de los resultados de este estudio más adelante, por favor incluya su email en la última página del cuestionario.

Quiero asegurarte que este estudio ha sido revisado y aprobado por el Comité de ética de la Investigación de la Universidad de Waterloo. Sin embargo, la decisión final sobre su participación en este estudio es completamente suya. Si tiene cualquier comentario o duda como resultado de su participación en este estudio, por favor siéntase en completa libertad de contactar a la Dra. Maureen Nummelin, directora de la oficina de Ética de la Investigación, al 15196884567 ext. 36005 o por email a maureen.nummelin@uwaterloo.ca.

No deseo participar (por favor cierre su navegador ahora)

Questionnaire Creator [FluidSurveys](#)

Part A:

Tablero del Administrador

Saltar a la página:

Idioma:

Implementación de programas de sustentabilidad comunitaria: Un estudio internacional de gobernanza y resultados

Parte A

Pregunta 1

¿A qué autoridad local o comunidad está usted representando en esta encuesta?

¿En qué país se encuentra su comunidad?

Por favor seleccione el continente en que se encuentra su país

- África
- Asia
- Australia
- Europa
- América del Norte
- América del Sur
-

Pregunta 2

Seleccione el rango del tamaño de la población (en cantidad de habitantes) que mejor describa su comunidad

- Menos de 50,000
- 50,001 100,000
- 100,001 500,000
- 500,001 1,000,000
- 1,000,001 5,000,000
- 5,000,001 o más

Pregunta 3

Por favor seleccione uno de los siguientes tipos de organizaciones que mejor refleje la entidad de autoridad local que usted representa al momento de contestar esta encuesta

- Gobierno local (general/administración principal)
- Gobierno local (un departamento)
- Otro, por favor especifique.

Pregunta 4

Por favor seleccione el role que más lo identifique dentro de su organización

- Funcionario electo
- Director

- Gerente
- Coordinador/Especialista/funcionario/planificador
- Asistente de proyecto/programa
- Pasantista/Estudiante
- Otro, por favor especifique.

Pregunta 5

Los programas de sustentabilidad comunitaria frecuentemente incluyen varias áreas temáticas sobre desarrollo sustentable. Más abajo, enumeramos dieciséis áreas temáticas asociadas con sustentabilidad comunitaria. Cada comunidad tiene diferentes necesidades, por lo que entendemos que su programa no cubra todos estos tópicos. Para responder esta pregunta, por favor seleccione solo los tópicos que aparecen en su programa de sustentabilidad comunitaria.

- Energía
- Uso del suelo
- Transporte
- Agua
- Residuos/Basura
- Aire
- Vivienda
- Seguridad financiera/Superación de la pobreza
- Economía local/Empleo
- Seguridad alimentaria
- Biodiversidad
- Cambio climático
- Contaminación acústica
- Participación ciudadana
- Infraestructura social
- Seguridad (Crimen/Delincuencia)

Pregunta 6

¿Cuántos años tiene su programa sustentabilidad comunitaria?

- 02 años
- 35 años
- 68 años
- 911 años
- 1214 años
- 15 o más años
- No estoy seguro/segura

Pregunta 7

¿Cuál es el horizonte de tiempo esperado para su programa de sustentabilidad comunitaria?

- 010
- 1120
- 2130
- 3140
- 4150
- 5160
- 61 o más
- No estoy seguro/segura

Pregunta 8

¿Cuántos socios están involucrados en la implementación de su programa de desarrollo comunitario?

- 0
- 15
- 610
- 1120
- 2150
- 5199
- 100 o más

Questionnaire Creator [FluidSurveys](#)

Part B:

Tablero del Administrador

Saltar a la página: Página 3 - Parte B

Idioma: Español

Implementación de programas de sustentabilidad comunitaria: Un estudio internacional de gobernanza y resultados

33%

Parte B

Pregunta 1- Estructura de supervisión

Por favor evalúe las siguientes afirmaciones. Las actividades de implementación de su programa de sustentabilidad comunitaria están organizadas a través de...

	Nunca	Raramente	Ocasionalmente	Frecuentemente	Muy Frecuentemente
Una organización autónoma (ej. organización no gubernamental)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Un comité o junta conformado por socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Un grupo de trabajo conformado por socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Otros procesos que involucren socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pregunta 2 - Gobernanza

Por favor indique en qué medida está usted de acuerdo o en desacuerdo con las siguientes afirmaciones

	En desacuerdo	En cierta forma en desacuerdo	Ni de acuerdo ni en desacuerdo	En cierta forma de acuerdo	De acuerdo
Las decisiones estratégicas (ej. qué proyectos implementar, qué indicadores de avance monitorear, qué información comunicar) son tomadas por el socio perteneciente al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Las decisiones estratégicas son acordadas colaborativamente por todos los socios, incluyendo al gobierno local (ej. a través de comités, redes y grupos de trabajo)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Las decisiones sobre implementación (ej. cómo implementar los proyectos, cómo monitorear el avance, cómo comunicar) son hechas por el socio perteneciente al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Las decisiones sobre implementación son acordadas colaborativamente por todos los socios, incluyendo al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

El monitoreo es realizado por el socio perteneciente al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El monitoreo es realizado colaborativamente por todos los socios, incluyendo al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La presentación de informes es realizada por el socio perteneciente al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La presentación de informes es realizada colaborativamente por todos los socios, incluyendo al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La comunicación es facilitada por el socio perteneciente al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
La comunicación es facilitada colaborativamente por todos los socios, incluyendo al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Las reuniones y/u otros eventos colaborativos son coordinadas por el socio perteneciente al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Las reuniones y/u otros eventos colaborativos son coordinadas colaborativamente por todos los socios, incluyendo al gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pregunta 3 - Evaluación y Control

Por favor indique en qué medida está usted de acuerdo o en desacuerdo con las siguientes afirmaciones. La implementación de su programa de sustentabilidad comunitaria incluye mecanismos por los cuales...

	En desacuerdo	En cierta forma en desacuerdo	Ni de acuerdo ni en desacuerdo	En cierta forma de acuerdo	De acuerdo
el seguimiento de avance es realizado sobre las metas de sustentabilidad de toda la comunidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
el seguimiento de avance es realizado sobre las metas de sustentabilidad de los socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
el seguimiento de avance es realizado sobre las metas de sustentabilidad del gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
el informe de avance es realizado sobre las metas de sustentabilidad de toda la comunidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
el informe de avance es realizado sobre las metas de sustentabilidad de los socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
el informe de avance es realizado sobre las metas de sustentabilidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

se informan sobre las acciones sobre sustentabilidad del gobierno local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
se informa sobre las acciones sobre sustentabilidad del gobierno local y los socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
se identifican los ajustes necesarios requeridos para alcanzar las metas de sustentabilidad comunitaria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
permiten ajustar las metas de sustentabilidad comunitaria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
facilitan la renovación oportuna del programa de sustentabilidad comunitaria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pregunta 4 - Participación de los socios

Por favor indique en qué medida está usted de acuerdo o en desacuerdo con las siguientes afirmaciones. La implementación de su programa de sustentabilidad comunitaria incluye mecanismos que...

	En desacuerdo	En cierta forma en desacuerdo	Ni de acuerdo ni en desacuerdo	En cierta forma de acuerdo	De acuerdo
incluyen diversas avenidas por las cuales los socios pueden contribuir (ej. comites, redes, grupos de trabajo)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
alientan a las organizaciones asociadas a involucrarse en iniciativas de sustentabilidad comunitaria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
alientan a las organizaciones asociadas a implementar iniciativas sustentables internas (ej., programas de cero basura)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
aseguran que todas las organizaciones que necesitan ser miembros de la alianza son efectivamente miembros	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pregunta 5 - Comunicación

Para cada una de las siguientes afirmaciones indique por favor la cantidad de comunicación que existe entre los socios en actividades relacionadas con su programa de sustentabilidad comunitaria (u otras iniciativas relacionadas) realizadas a través de...

	Nunca	Raramente	Ocasionalmente	Frecuentemente	Muy Frecuentemente
un sitio web	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
un boletín	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
actualizaciones por mail enviadas regularmente a los socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
eventos de creación de redes de contacto	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

seminarios y talleres sobre sustentabilidad	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
eventos de premiación y/o reconocimiento a los socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
reunión anuales o regulares con los socios para discutir el avance del programa y los pasos a seguir	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Questionnaire Creator [FluidSurveys](https://fluidsurveys.com)

Part C:

Tablero del Administrador

Saltar a la página: Página 4 - Parte C

Idioma: Español

Implementación de programas de sustentabilidad comunitaria: |

Un estudio internacional de gobernanza y resultados

Parte C - Resultados

Pregunta 4 - Resultados de los procesos

Por favor indique su nivel de aprobación para cada una de las siguientes afirmaciones. En la implementación de su programa de sustentabilidad comunitaria...

	En desacuerdo	En cierta forma en desacuerdo	Ni de acuerdo ni en desacuerdo	En cierta forma de acuerdo	De acuerdo
los socios son capaces de adaptarse a situaciones cambiantes, como por ejemplo, obtención de menos fondos de lo esperado, cambio en el clima político, o cambio en el liderazgo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
el grupo de colaboración tiene la habilidad de sobrevivir aun cuando han habido cambios mayores en su planes o suma nuevos miembros para alcanzar sus metas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
el grupo de colaboración posee las "capacidades humanas" adecuadas para hacer lo necesario para cumplir con el programa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
el grupo de colaboración posee los fondos suficientes para hacer lo necesario para cumplir con el programa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
los socios en posiciones de liderazgo tienen buenas habilidades para trabajar con otras personas y organizaciones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
se han formado nuevas organizaciones dedicadas a la sustentabilidad (ej., empresas sociales o sin fines de lucro)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usando indicadores anteriores se han formado Usando indicadores anteriores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pregunta 5 Resultados de asociatividad

Por favor evalúe cada una de las siguientes afirmaciones. Como resultado de la implementación del programa de sustentabilidad comunitaria...

En cierta Ni de acuerdo En cierta

	En desacuerdo	forma en desacuerdo	ni en desacuerdo	forma de acuerdo	De acuerdo
las autoridades locales han incrementado su conocimiento sobre sustentabilidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
se ha incrementado el conocimiento de sustentabilidad entre los socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
los socios tienen un mejor comprensión de los problemas de sustentabilidad de la comunidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
se ha formado un positiva relación profesional entre los socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
los socios entienden mejor los puntos de vista de los demás	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
se han formado relaciones positivas entre la comunidad y los socios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
la personas vinculadas a nuestra colaboración siempre confían entre sí	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
la comunicación entre las personas de este grupo de colaboración ocurre en reuniones formales y ocasiones informales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
se han cumplido las metas de sustentabilidad propuestas en el programa de sustentabilidad comunitaria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pregunta 6

Si su programa de sustentabilidad comunitaria incluye acciones relacionadas con medidas de mitigación del cambio climático, por favor complete la siguiente información (si es posible). Por ejemplo, su comunidad podría haber provisto de esta información al Registro Climático de Ciudades "Carbonn". Omita esta pregunta si usted no posee esta información.

Objetivo(s) del sistema corporativo de reporte de emisiones GEI (gases de efecto invernadero)

Línea base para el inventario de su sistema corporativo de reporte de emisiones GEI

El total de emisiones CO2E en su inventario corporativo de GEI en la línea base anual.

Año de su último inventario corporativo de GEI

El total de emisiones CO2E de su último inventario

corporativo de GEI

Objetivos comunitarios de
GEI

Línea base anual para el
inventario de GEI de su
comunidad completa

Línea base anual del total
de emisiones CO2E en el
inventario de GEI de su
comunidad completa

Año de su último inventario
de GEI en la comunidad
completa

Total de emisiones CO2E
del último inventario GEI de
la comunidad completa

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Implementación de programas de sustentabilidad comunitaria: | Un estudio internacional de gobernanza y resultados

83%

Por favor recuerda que para enviar su encuesta completa debe hacer clic en el botón enviar al final de esta página.

Comentarios (opcional):

¡Muchas Gracias!

Gracias por participar en nuestra encuesta. Para nosotros, sus respuestas son extremadamente valiosas ayudándonos a entender las aproximaciones de gobernanza y sus resultados relacionados con la implementación de un programa de sustentabilidad comunitaria. En agradecimiento por su tiempo, queremos obsequiarle un regalo equivalente a \$10, por favor seleccione la gift card que usted prefiera a continuación.

¿Podemos contactarlo nuevamente si tenemos preguntas adicionales? Si está de acuerdo, por favor escriba su dirección de email en la casilla de comentarios abajo o en la casilla en la siguiente sección.

- Sí
 No

Si usted quisiera obtener una copia de los resultados de esta investigación, por favor escriba su email en la casilla abajo y le enviaremos una copia electrónica, una vez el análisis de los datos este completo.

Regalo

Por favor seleccione la gift card de \$10 que prefiera e incluya su email en la casilla a continuación para poder enviarle su gift card

- 1428 tabletas de purificación de agua (provee con suficiente agua limpia por 2 meses a una familia de 4 personas)
 Paquete de escritura y dibujo (20 lápices y 20 cuadernos)
 Other, please specify...

Si usted tiene cualquier comentario general o pregunta relacionada con este estudio, por favor contacte a la Dra. Amelia Clarke de la *University of Waterloo* al email amelia.clarke@uwaterloo.ca.

Queremos asegurar que este estudio ha sido revisado y aprobado por la oficina de ética de la Investigación de la Universidad (*Office of Research Ethics*). Si usted tiene cualquier duda sobre su participación en este estudio, por favor contacte al Dr. Maureen Nummelin, director de la oficina de ética de la Investigación al 15198884567 ext. 36005 o por email a maureen.nummelin@uwaterloo.ca.

Dra. Amelia Clarke, Profesor adjunto
Adriane MacDonald, Candidata a PhD

School of Environment, Enterprise, and Development
University of Waterloo, Canada
Teléfono: +1 5198884567 ext 38910 email: amelia.clarke@uwaterloo.ca <https://uwaterloo.ca/schoolofenvironmententerpriseanddevelopment/people/profiles/ameliaclarke>

En colaboración con:

Dr. Lei Huang, State University of New York at Fredonia, United States
Dr. May Setlanidi, Kent Business School, United Kingdom
Dr. Mark Roseland, Simon Fraser University, Canada and
David Runnells, Centre for International Governance Innovation, Canada

En asociación con:

ICLEI Local Governments for Sustainability

Financiado por:

CIGI Centre for International Governance Innovation
SSHRC
Sustainable Prosperity
Mitacs

Questionnaire Creator [DuidSurveys](#)

Appendix XVI: Partnership Survey (KO)

Administrator Toolbar

Jump to page:

Language:

지역 지속가능발전 계획 이행: 거버넌스 및 그 결과에 관한 국제 연구

0%

사업명: '지역 지속가능발전 계획 이행: 거버넌스 및 그 결과에 관한 국제 연구'

귀하는 캐나다 워털루대학교 환경·기후·개발 대학원의 아멜리아 클라크 박사가 진행하는 조사연구에 초대되었습니다. 본 연구는 지역 지속가능발전 계획 이행 결과와 거버넌스간의 상호관계를 이해하는데 목적을 두고 있습니다. 지역 지속가능발전 계획은 환경, 사회, 경제적 목표와 지역사회의 목표 등 지속가능성 비전을 구체화한 것입니다.

연구에 참여하실 경우, 온라인으로 설문에 응답하시기 되며, 약 20~30분의 시간이 소요될 예정입니다. 설문내용은 귀하가 소속된 지역의 지속가능발전 계획의 거버넌스와 관련된 사항입니다. 예를 들어, 의사결정 방법, 모니터링 및 기록, 소문, 지역 전체적인 실천, 재정 등 지역 지속가능발전 계획의 이행체계에 관한 것에 초점을 맞추고 있습니다.

온라인 설문조사를 선호하지 않으실 경우, 저희에게 연락을 주시면 설문에 참여할 수 있는 다른 방법을 제공하도록 하겠습니다. 본 설문조사에의 참여는 자발성에 기초합니다. 응답을 원하지 않는 질문에 응답 하지 않을 수 있으며, 설문응답 내용을 제출하지 않으면 설문조사 참여가 철회됩니다. 본 설문조사에의 참여로 인한 이미 알려진, 또는 예상되는 위험은 없습니다.

귀하가 제공하는 어떠한 정보도 비밀이 보장될 것을 말씀드립니다. 모든 데이터는 통합되어 요약될 것이며, 본 요약 내용에는 어떠한 개별 지방자치단체명도 밝히지 않을 것임을 확인합니다. 또한, 본 온라인 설문조사는 IP주소를 수집하지 않음을 확인합니다.

본 설문조사에 참여해 주신 데 대한 감사의 뜻으로, 10달러 상당의 아마존 또는 아이튠즈 상품권을 귀하에게 드립니다.

본 설문조사에 대해 추가 문의 사항이 있을 경우, 아멜리아 클라크 박사(Dr. Amelia Clarke, amelia.clarke@uwaterloo.ca) 또는 아드리안 맥도날드(Adriane MacDonald, a24macdo@uwaterloo.ca)에게 연락 주시기 바랍니다. 또한, 본 설문조사 결과 보고서를 받고자 하신다면, 설문조사 마지막 페이지에 귀하의 이메일 주소를 기입해 주시기 바랍니다.

본 연구는 워털루대학교 조사연구윤리위원회의 심의를 통과하여 승인받았음을 확인합니다. 그러나, 설문조사 참여에 대한 최종 결정은 귀하의 몫입니다. 설문조사 참여에 따른 결과에 대해 어떠한 의견이나 우려사항이 있다면, 워털루대학교 조사연구윤리위원회의 모린 뉘멜린 박사에게 언제든지 연락주시기 바랍니다.

모린 뉘멜린 박사(Dr. Maureen Nummelin)
워털루대학교 조사연구윤리위원장
Director, Office of Research Ethics
The University of Waterloo
T) +1-519-888-4567 (교황번호) 36005
E-mail: maureen.nummelin@uwaterloo.ca

본 설문조사에의 참여를 고려해 주시어 감사드립니다.

참여 동의

본인은 상기 내용을 충분히 숙지하였으며, 본인의 자발적 의지로 본 설문 조사에 참여하는데 동의합니다.

- 나는 설문조사에 참여합니다. "Next" 클릭

- 나는 설문조사에 참여하기를 원하지 않습니다.(귀하의 웹브라우저를 지금 닫아주시기 바랍니다.)

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Part A:

Administrator Toolbar

Jump to page: Page 2 - 파트 A ▼ 실행

Language: 한국어 ▼ 실행

지역 지속가능발전 계획 이행: 거버넌스 및 그 결과에 관한 국제 연구

10%

파트A

질문1

귀하의 소속 지방자치단체 또는

지역은 어디입니까?

귀하의 지역이 속해 있는 나라는 어디입니까?

귀하가 살고 있는 국가가 위치한 대륙을 선택해주세요.

- 아프리카
- 아시아
- 오세아니아
- 유럽
- 북아메리카
- 남아메리카

질문2

귀 지역의 인구 규모를 선택해주세요.

- 50,000 미만
- 50,001 - 100,000
- 100,001 - 500,000
- 500,001 - 1,000,000
- 1,000,001 - 5,000,000
- 5,000,001 이상

질문3

본 설문조사에 대한 응답과 관련하여, 귀하가 소속된 지방정부 조직을 가장 잘 설명한 조직 형태를 선택해 주세요.

- 지방자치단체(전체)
- 지방자치단체(한 개 부서)
- 기타(구체적으로 기입해 주세요.)

질문4

소속 단체 내 귀하의 직함을 선택해주세요.

- 선출직 공무원(시장, 시의원)
- 실장, 국장
- 과장
- 간사(코디네이터)/전문 담당관/행정주사/기획자
- 프로젝트/프로그램 보조원/주사보
- 인턴/학생

기타(구체적으로 기입해 주세요)

질문5

지역 지속가능발전 계획은 종종 여러 개의 지속가능발전 주제 분야를 다루기도 합니다. 아래 항목을 일반적으로 지역 지속가능성과 관련되어 있는 16가지 주제입니다. 각 지역마다 다양한 조건들을 갖고 있기 때문에 귀하가 소속된 지역의 지속가능발전 계획이 아래 력기된 모든 주제 분야를 포괄할 수 있음을 알고 있습니다. 본 질문에는 귀 지자체의 지속가능발전 계획에 나타난 주제 분야만을 선택하여 주시기 바랍니다.

- 에너지
- 토지이용
- 교통
- 물
- 폐기물
- 대기
- 주택
- 자연환경/민간단체
- 지역경제/고용
- 식량안보
- 생물종 다양성
- 기후변화
- 소음광해
- 시민참여
- 사회 기반시설
- 치안(범죄)

질문6

귀 지자체의 지속가능발전 계획은 수립된 지 몇 년 되었습니까?

- 0-2년
- 3-5년
- 6-8년
- 9-11년
- 12-14년
- 15년 이상
- 잘 모르겠음

질문7

귀 지자체의 지속가능발전 계획의 계획기간은 몇 년입니까?

- 0-10년
- 11-20년
- 21-30년
- 31-40년
- 41-50년
- 51-60년
- 61년 이상
- 잘 모르겠음

질문8

귀 지자체의 지속가능발전 계획 이행에 참여한 협력자(기관)의 수는 몇 명(개)입니까?

- 0명(개)

- 1-5명(개)
- 6-10명(개)
- 11-20명(개)
- 21-50명(개)
- 51-99명(개)
- 100명(개) 이상
- 끝 모르겠음

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Part B:

Administrator Toolbar

Jump to page: Page 3 - 파트 B 실행

Language: 한국어 실행

지역 지속가능발전 계획 이행: 거버넌스 및 그 결과에 관한 국제 연구

33%

파트 B

질문1-관리구조

다음 문장과 연계하여, 각 항목별로 정도(level)를 평가해 주시기 바랍니다.
지역 지속가능발전 계획의 이행 실적은 _____ (을)를 통해 _____ 진행되고 있다(있지 않다).

	전혀	거의	가끔	자주	매우 자주
- 독립적인 조직(예: 비정부기구/시민단체)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 협력기관으로 구성된 위원회 또는 이사회	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 협력기관으로 구성된 프로젝트팀	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 지방정부	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 협력기관이 참여하는 기타 절차	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

질문2-거버넌스

다음 각 문장별로 어느 정도 동의하는지, 또는 동의하지 않는 지 선택해주시기 바랍니다.
_____ 동의하지 않는다. _____ 조금 동의하지 않는다. _____ 보통이다. _____ 조금 동의한다 _____ 동의한다.

- 전략적 결정(예: 어떤 프로젝트를 진행할 것인가, 진행과정의 어느 측면을 모니터링 것인가, 어떤 정보를 공유시킬 것인가 등)은 지방정부가 결정한다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 전략적 결정은 지방정부를 포함하여 모든 참여기관이 공동으로 결정한다(예: 위원회, 네트워크, 프로젝트팀 등을 통해).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 이행 결정(예: 프로젝트를 어떻게 진행할 지, 과정을 어떻게 모니터링 지, 어떻게 수행할 지 등)은 지방정부가 결정한다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 이행결정은 지방정부를 포함하여 모든 참여기관이 공동으로 결정한다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 모니터링은 지방정부가 진행한다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 모니터링은 지방정부를 포함하여 모든 참여기관이 공동으로 진행한다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 기록 및 보고는 지방정부가 진행한다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 기록 및 보고는 지방정부를 포함하여 모든 참여기관이 공동으로 진행한다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 스터디는 지방정부가 활성화시킨다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

-스쿨은 지방경부를 포함하여 모든 참여기관이 공동으로 활성화시킨다.	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-회의 및 기타 행사는 지방경부가 조직함 한다	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-회의 및 기타 행사는 지방경부를 포함하여 모든 참여기관이 공동으로 조직함 한다.	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

필문3-평가 및 관리

다음 문장과 연계하여, 각 항목별로 구하는 어느 정도 동의하는지 또는 동의하지 않는지 선택해 주시기 바랍니다.
지역 지속가능발전 계획 이행에는 _____여커니움이 포함된다.

	동의하지 않는다.	조금 동의하지 않는다.	보통이다.	조금 동의한다	동의한다.
-지역 전체 지속가능성 목표 이행 과정 모니터링	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-협력기관의 지속가능성 목표 이행 과정 모니터링	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-지방정부 지속가능성 목표 이행 과정 모니터링	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-지역 전체 지속가능성 목표 이행 과정에 대한 기록 및 보고	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-협력기관의 지속가능성 목표 이행 과정에 대한 기록 및 보고	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-지방정부의 지속가능성 목표 이행 과정에 대한 기록 및 보고	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-지방정부 및 협력기관의 지속가능성 실현에 대한 기록 및 보고	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-지역 지속가능성 목표를 달성하는데 필요한, 필수적인 수경 사항의 명확화	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-지역 지속가능발전 목표에 맞게 수경 사항 반영	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-지역 지속가능발전 계획의 파맞춘 경신 촉진	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

필문4-협력기관 참여

다음 문장과 연계하여, 각 항목별로 구하는 어느 정도 동의하는지, 또는 동의하지 않는지 선택해 주시기 바랍니다.
지역 지속가능발전 계획 이행에는 _____여커니움이 포함된다.

	동의하지 않는다.	조금 동의하지 않는다.	보통이다.	조금 동의한다	동의한다.
-협력기관이 참여할 수 있는 다양한 정보 확보 (예: 위원회, 네트워크, 프로젝트팀 등)	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-지역 지속가능발전 사업에 협력기관들의 참여 확대	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-협력기관들의 조직 내 지속가능성 달성을 위한 실현 전략(예: 쓰레기 자포 운동 등)	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-파트너십 대상 모든 단체/기관들이 참여 기	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

관이라는 보장

질문5- 스콜

지역 지속가능발전 계획(또는 관련 사업)과 관련된 활동들에 관하여, 다음 방법들을 통해 협력기관과 어느 정도 소통하고 있는 지 평가해 주시기 바랍니다.

	전혀	거의	가끔	자주	매우 자주
- 웹사이트	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 소식지	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 정기적인 업데이트 내용 이메일 발송	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 협력기관과의 네트워크 모임	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 지속가능발전 관련 교육세미나 및 워크숍	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 협력기관 대상 시상식 또는 기념행사	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 고령 및 향후 방안 토론을 위한 협력기관과의 업무 또는 경례회의	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Part C:

Administrator Toolbar

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Language: 한국어 ▼ 실행

지역 지속가능발전 계획 이행: 거버넌스 및 그 결과에 관한 국제 연구

50%

파트 C- 결과

질문4-과정형

다음 문장과 연계하여, 각 문항별로 귀하의 동의 정도를 선택해 주시기 바랍니다.
지역 지속가능발전 계획 이행 시, _____

	동의하지 않는다.	조금 동의하지 않는다.	보통이다.	조금 동의한다	동의한다.
- 협력기관들은 예상보다 적은 예산이나 정치적 지원 변화 또는 리더십의 변화 등 어긋난 변화에 적응할 수 있다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 공동사업기구는 계획을 좀더하게 변화시켜야만 하거나 목표 달성을 위하여 새로운 파트너를 영입하더라도 존속할 수 있는 역량을 가지고 있다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 공동사업기구는 목적하는 바를 달성하기 위한 충분한 "의력"이 있다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 공동사업기구는 목적하는 바를 달성하기 위한 충분한 자원이 있다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 리더십을 발휘하는 기관들은 다른 사람 및 기관과 함께 일하는 데 좋은 협력기술을 보유하고 있다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 지속가능발전 관련 신규 단체/기관들이 설립되었다.(예: 비영리기관 또는 사회적 기업)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 공동으로 추진할 새로운 지속가능발전 프로젝트들이 기획되었다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

질문5-파트너형

다음 문장과 연계하여, 각 문항별로 동의 정도를 평가해 주시기 바랍니다.
지역 지속가능발전 계획을 실현한 결과, _____

	동의하지 않는다.	조금 동의하지 않는다.	보통이다.	조금 동의한다	동의한다.
- 지방자치단체 내 지속가능성에 대한 이해가 증대되었다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 협력기관들과 지속가능성에 대한 이해가 증대되었다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 지역 내 지속가능성 문제에 대한 협력기관들의 이해가 증진되었다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 협력기관들과 공경력인 전문력 관계가 형성되었다.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 협력기관들이 서로의 관점에 대해 이해가 증진되었다.	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 지역사회와 협력기관들간에 긍정적인 관계가 형성되었다.	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 공동사업에 참여한 사람들은 항상 상호 신뢰한다.	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 공동사업기구가 있는 사람들 사이의 소통은 공식적인 회의뿐만 아니라 비공식적인 방법을 통해서도 이루어진다.	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 지역 지속가능발전 계획의 지속가능성 목표는 달성되었다.	<input type="checkbox"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

질문 6

지역 지속가능발전 계획에 기후변화 자갈 내용이 포함되었을 경우, 다음 내용에 대해 주시기 바랍니다(가능한 경우). 기형, 귀하의 지방자치단체는 탄소도시기후등록(the Carbonn Cities Climate Registry)에 본 정보를 제출했을 수도 있습니다. 귀하가 해당 정보를 가지고 있지 않다면, 본 설문은 건너 뛰시기 바랍니다.

지방자치단체 온실가스 감축 목표

지방자치단체 온실가스 인벤토리의 기준년도

지방자치단체의 기준년도 온실가스 인벤토리에 따른 이산화탄소 총 배출량

가장 최근의 지방자치단체 온실가스 인벤토리 년도

지방자치단체의 가장 최근 온실가스 인벤토리에 따른 이산화탄소 총 배출량

지역 전체 온실가스 감축 목표

지역 전체 온실가스 인벤토리 기준년도

기준년도 지역 전체 온실가스 인벤토리에 따른 이산화탄소 총 배출량

가장 최근의 지역 전체 온실가스 인벤토리 년도

가장 최근의 지역 전체 온실가스 인벤토리에 따른 이산화탄소 총 배출량

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지역 지속가능발전 계획 이행: 거버넌스 및 그 결과에 관한 국제 연구

83%

설문응답 내용을 제출하기 위해, 이 페이지 맨 아래에 있는 '제출' 버튼을 클릭하는 것을 기억해 주시기 바랍니다.

의견(선택사항):

감사합니다!

본 설문에 응해 주셔서 감사드립니다. 거버넌스와 지역 지속가능발전 계획 이행 결과의 상관관계를 이해하는데 귀하의 응답은 매우 중요합니다.

추가 설문사항이 있을 경우 계속 연락을 할 수 있을까요? 수락하신다면, 위에 있는 의견란에 귀하의 이메일 주소를 적어주시기 바랍니다.

- 예
- 아니오

설문조사 결과 보고서를 수령하고자 하실 경우, 아래 빈 칸에 귀하의 이메일 주소를 기입해 주시기 바랍니다. 보고서는 분석이 완료되는 대로 전자문서 형태로 발송될 예정입니다.

사물품

귀하가 원하는 10달러 상당의 상품권을 선택하신 후, 귀하에게 상품권을 발송할 수 있도록 하단에 있는 빈칸에 귀하의 이메일 주소를 기입해 주시기 바랍니다.

- 아마존
- 아이폰즈
- 상품권 수령 이메일 주소

본 설문조사에 대해 일반적인 의견 또는 문의사항이 있을 경우, 워털루대학교의 아멜리아 클라크 박사 이메일(amelia.clarke@uwaterloo.ca)로 연락하시기 바랍니다.

본 연구는 워털루대학교 조사연구관리처의 심의를 통과하여 승인받았음을 확인합니다. 설문조사 참여에 대해 우려사항이 있을 경우, 워털루대학교 조사연구관리처장인 모린 뉘멜린 박사에게 연락주시기 바랍니다.

모린 뉘멜린 박사(Dr. Maureen Nummelin)
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국제거버넌스혁신센터
SSHRC
Sustainable Prosperity
Mitacs

Survey Tools powered by [FluidSurveys](#)

Appendix XVII: Outreach email sent from ICLEI to their international network

Date: Mon, 12 May 2014 15:42:09 +0000 [12/05/2014 11:42:09 EDT]
From: ICLEI Canada <ICLEI_Canada@mail.vresp.com>
To: a24macdo@uwaterloo.ca
Reply-To: ICLEI Canada <reply-fae9593e5e-58bed5f437-b117@u.cts.vresp.com>
Subject: ICLEI-University of Waterloo Community Sustainability Plan Research Project

Show this HTML in a new window?



ICLEI, in conjunction with the University of Waterloo's School of Enterprise, Environment, and Development, have begun a project that will attempt to improve our understanding of how the governance of implementing community sustainability plans can shape resulting outcomes. We need your professional expertise in local sustainable development to help us learn about your community sustainability plan's implementation, and also to ensure that Canadian communities are included within this international project.

You can participate in this exciting research in the following languages:

[ENGLISH](#)

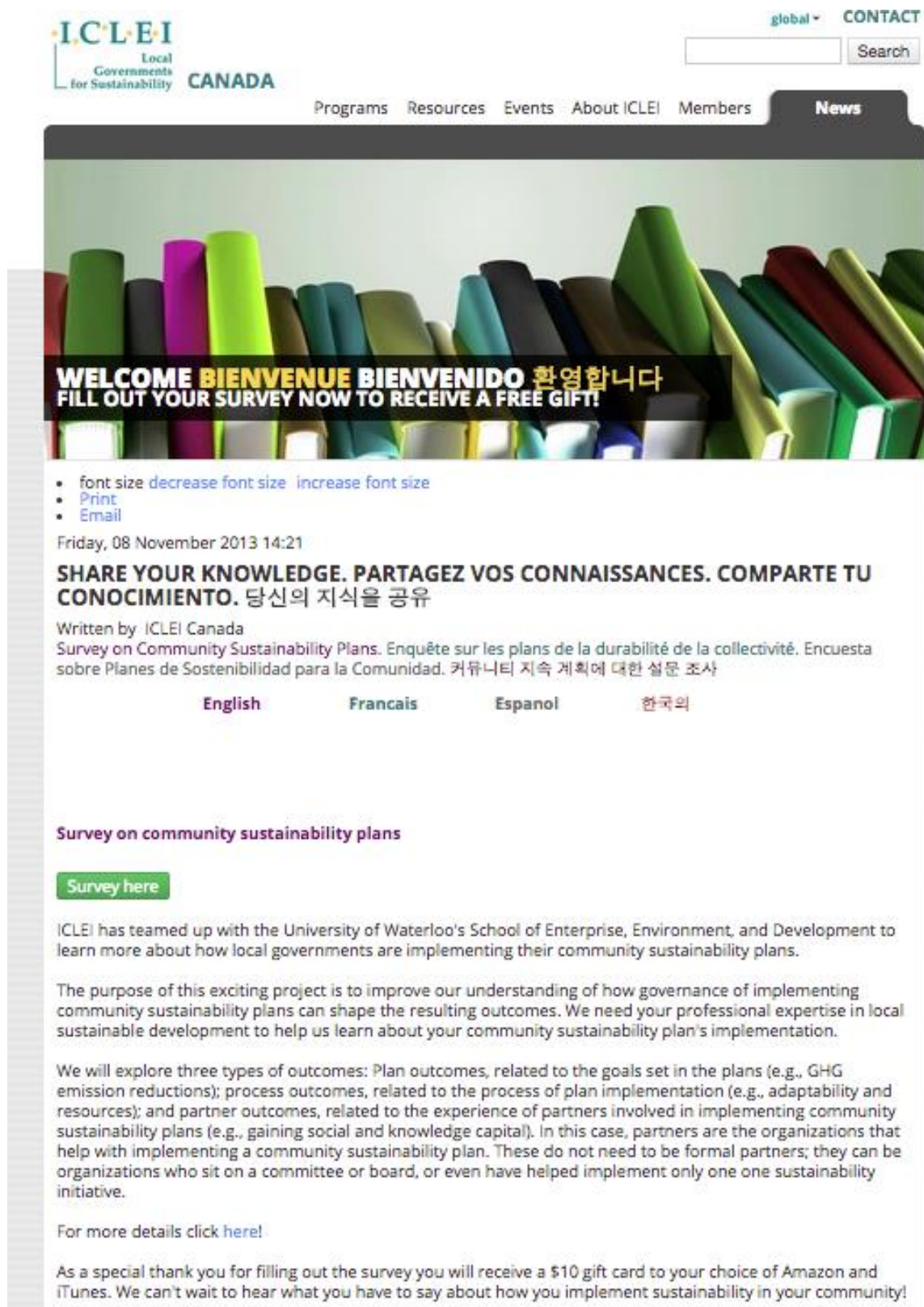
[FRENCH](#)

[SPANISH](#)



As a special thank you for filling out this survey, you will receive a \$10 gift card to your choice of Amazon or iTunes!

Appendix XVIII: ICLEI news: International study webpage



global CONTACT

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Programs Resources Events About ICLEI Members **News**

WELCOME BIENVENUE BIENVENIDO 환영합니다
FILL OUT YOUR SURVEY NOW TO RECEIVE A FREE GIFT!

- font size [decrease font size](#) [increase font size](#)
- Print
- Email

Friday, 08 November 2013 14:21

SHARE YOUR KNOWLEDGE. PARTAGEZ VOS CONNAISSANCES. COMPARTE TU CONOCIMIENTO. 당신의 지식을 공유

Written by ICLEI Canada
Survey on Community Sustainability Plans. Enquête sur les plans de la durabilité de la collectivité. Encuesta sobre Planes de Sostenibilidad para la Comunidad. 커뮤니티 지속 계획에 대한 설문 조사

[English](#) [Francais](#) [Español](#) [한국의](#)

Survey on community sustainability plans

[Survey here](#)

ICLEI has teamed up with the University of Waterloo's School of Enterprise, Environment, and Development to learn more about how local governments are implementing their community sustainability plans.

The purpose of this exciting project is to improve our understanding of how governance of implementing community sustainability plans can shape the resulting outcomes. We need your professional expertise in local sustainable development to help us learn about your community sustainability plan's implementation.

We will explore three types of outcomes: Plan outcomes, related to the goals set in the plans (e.g., GHG emission reductions); process outcomes, related to the process of plan implementation (e.g., adaptability and resources); and partner outcomes, related to the experience of partners involved in implementing community sustainability plans (e.g., gaining social and knowledge capital). In this case, partners are the organizations that help with implementing a community sustainability plan. These do not need to be formal partners; they can be organizations who sit on a committee or board, or even have helped implement only one one sustainability initiative.

For more details click [here!](#)

As a special thank you for filling out the survey you will receive a \$10 gift card to your choice of Amazon and iTunes. We can't wait to hear what you have to say about how you implement sustainability in your community!

Enquête sur les plans de la durabilité de la collectivité

Le sondage ici

L'organisation « les gouvernements locaux pour le développement durable » (ICLEI) s'est associée avec le School of Enterprise, Environment, and Development de l'University of Waterloo pour en apprendre davantage au sujet de la mise en œuvre des plans communautaires de développement durable par les gouvernements locaux.

L'objectif de ce projet passionnant est d'améliorer notre compréhension sur la façon dont la gouvernance peut influencer les résultats dans la mise en œuvre des plans communautaires de développement durable. Nous avons besoin de votre expertise professionnelle en développement durable local pour nous aider à mieux comprendre la mise en œuvre de votre plan communautaire de développement durable.

Nous explorerons trois types de résultats : les résultats du plan, associés aux objectifs qui y sont établis (c.-à-d. les réductions des émissions de gaz à effet de serre); les résultats du processus, associé à la mise en œuvre du plan (c.-à-d. adaptabilité et ressources); et les résultats du partenaire, associé à l'expérience des partenaires impliqués dans la mise en œuvre des plans communautaires de développement durable (c.-à-d. acquérir du capital social et de connaissance). Dans ce cas, les partenaires sont les organisations contribuant à la mise en œuvre du plan communautaire de développement durable. Il n'est pas nécessaire que ce soit des partenaires formels; il peut s'agir d'organisations qui siègent au sein d'un comité ou d'un conseil d'administration, ou même, qui ont contribué à la mise en œuvre d'une seule initiative de développement durable.

Cliquez [ici](#) pour plus de détails!

Pour vous remercier de remplir le sondage, vous recevrez un certificat-cadeau de 10 \$ de votre choix chez Amazon ou iTunes. Nous avons très hâte de savoir ce que vous pensez de la mise en œuvre de vos plans de développement durable dans votre communauté!

[Retour vers le haut](#)

Encuesta sobre planes de sostenibilidad para la comunidad

El estudio aquí

ICLEI se ha asociado con la School of Enterprise, Environment, and Development de la University of Waterloo para aprender más sobre como los gobiernos locales están implementando sus programas de sustentabilidad comunitaria.

El propósito de este interesante proyecto es mejorar nuestro entendimiento sobre como la gobernanza en la implementación de programas de sustentabilidad comunitaria puede afectar los resultados obtenidos. Necesitamos de sus experiencias como profesional en desarrollo sustentable local para ayudarnos a aprender sobre la implementación de su programa de sustentabilidad comunitaria.

Exploraremos tres tipos de resultados: resultados del programa, relacionados con las metas propuestas en los programas (ej. reducción de emisiones de GEI); resultados del proceso, relacionados con el proceso de implementación del programa (ej. adaptabilidad y recursos); resultados de asociatividad, relacionados con la experiencia con los socios involucrados en la implementación de los programas de sustentabilidad (ej. ganando capital social y de conocimientos). En este último, los socios son las organizaciones que ayudan con la implementación del plan de sustentabilidad en la comunidad. Estos no necesitan ser socios formales; ellos pueden ser organizaciones que forman parte de algún comité o junta, o incluso personas que simplemente hayan ayudado a implementar, al menos, una iniciativa sustentable.

Para más información, haga clic [aquí](#).

En agradecimiento por completar nuestra encuesta, usted recibirá una gift card de \$10 a su elección en Amazon o iTunes. ¡Estamos muy ansiosos de escuchar sobre sus experiencias implementando sustentabilidad en la comunidad!

[Volver al comienzo](#)

커뮤니티 지속 계획에 대한 설문 조사

여기 설문 조사

이클레이에서는 캐나다에 있는 워털루대학(기업, 환경및개발대학원)과함께전세계지방자치단체들이어떻게지역의지속가능발전계획을실천하고있는지를이해하고자공동연구를진행하고있습니다.

본연구는지방자치단체들의지속가능발전계획이행거버넌스가어떤결과를가져오는지를이해하는데목적을두고있습니다. 본연구를위하여지역지속가능발전에대한귀하의전문적인지식이필요합니다.

본연구는다음과같은3가지형태의지속가능발전계획이행거버넌스결과를상징하고있습니다.

- 계획형: 탄소배출저감등목표수립과관련된사항
- 과정형: 직용성및자원마련등계획이행과정과관련된사항
- 파트너형: 사회적·지적자본획득등지속가능발전계획의이행에참여하는파트너의경험과관련된사항.

이경우, 파트너는지속가능발전계획의이행에협력하는기관임. 파트너들이공식협력기관일필요는없으며, 위원회등에위원으로참여하는기관이나단일사업의협조기관도가능.

보다자세한사항은[여기](#)를클릭해주시기바랍니다.

본 설문조사에 참여해 주신 데 대한 감사의 뜻으로, 10달러 상당의 아마존 또는 아이튠즈 상품권을 귀하에게 드립니다.

귀 지자체의 지속가능발전계획이 어떻게 진행되고 있는지, 귀하의 의견을 배우고 대하며, 미리 감사의 말씀을 드립니다.

[맨 위로 돌아 가기](#)

[\[10/10/2023\]](#)

Appendix XIX: Outreach email sent to local authorities (EN)

Dear (name of contact),

I am reaching out to you because of your involvement in the [name of community sustainability plan].

We would like to invite you to be part of an **exciting research opportunity** in which you can provide information about your experience with implementing the [name of community sustainability plan]. **Your professional perspective and opinion are very important** to this research project, which is collecting information about the governance structure for and outcomes of community sustainability plan implementation.

The research is being conducted by ICLEI - Local Governments for Sustainability and a team from the University of Waterloo's School for Environment, Enterprise and Development (SEED). By collecting and sharing the experiences of community sustainability practitioners from around the world, the results of this online survey will help to inform the process of implementing community sustainability plans.

The survey should take about **20-30 minutes** to complete. As a thank you for your participation, we will provide you with a **\$10 gift card to your choice of Amazon or iTunes**. Upon the completion of our research, the results of the study will be shared and may provide useful information to you about community sustainability plan implementation.

If you would like to participate in this study, please go to this link to fill out the survey -

<http://www.icleicanada.org/news/item/115-share-your-knowledge>

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. Should you have any comments or concerns resulting from your participation in this study, please contact Dr. Maureen Nummelin, Director, Office of Research Ethics at 1-519-888-4567, Ext. 36005 or maureen.nummelin@uwaterloo.ca.

Thank you kindly for your time and consideration.

Sincerely,
Aisha Stewart, Research Assistant
University of Waterloo

For additional details about this project, please contact:

Adriane MacDonald, PhD Candidate
School of Environment, Enterprise, and Development
University of Waterloo
telephone: +1 519-888-4567 ext 31551
email: a24macdo@uwaterloo.ca

Appendix XX: Outreach email sent to local authorities (FR)

Chère _____,

Je vous envoie ce courriel à cause de votre expérience avec (name of sustainability plan).

Nous aimerions à inviter vous à participer dans un recherche super où vous pouvez donner l'information à propos de votre expérience avec l'exécution de (name of sustainability plan).

Votre point de vue et opinion sont très importants pour ce projet qui rassemble l'information à propos de la structure de la gouvernance et les résultats pour un plan de développement durable de collectivité.

Le projet conduit par ICLEI – Local Governments for Sustainability et un groupe du School for Environment, Enterprise and Development (SEED) à Université de Waterloo. Avec cette enquête, nous rassemblerons et partager des expériences avec des plan de développement durable de collectivité à partager le procédé de l'exécution d'un plan développement durable de collectivité.

La enquête devra prendre 20-30 minutes à finir. Pour votre participation, vous recevrez **une carte cadeau de 10 dollars pour votre choix de Amazon ou iTunes**. Après notre recherche est terminée, les résultats seront partager et donner informations utile à votre communauté au sujet de la exécution de votre plan de développement durable de collectivité.

Si vous aimeriez à participer dans ce projet, merci d'aller à ce lien pour faire la enquête - <http://www.icleicanada.org/news/item/115-share-your-knowledge>

Ce projet examinait et ont reçu l'autorisation par le Office of Research Ethics à University de Waterloo. Cependant, vous avez la décision finale sur votre participation. Si vous avez des commentaires ou des questions à propos de votre participation dans ce projet, contactez Dr. Maureen Nummelin, Director, Office of Research Ethics at 1-519-888-4567, Ext. 36005 ou maureen.nummelin@uwaterloo.ca.

Merci sincèrement pour votre temps.

Sincères salutations,
Aisha Stewart, Research Assistant
University of Waterloo

Si vous avez des questions à propos de ce projet, vous pouvez contacter :

Adriane MacDonald, PhD Candidate
School of Environment, Enterprise, and Development
University of Waterloo
telephone: +1 519-888-4567 ext 31551
email: a24macdo@uwaterloo.ca

Appendix XXI: Skewness, Kurtosis, and Cronbach's Alpha (Chapter 6)

Items	Skewness	Kurtosis	α
Individual Implementation Structure			0.89
Your organization has created new sustainability-related job positions	0.14	-1.50	
Your organization has created new sustainability-related departments/offices	0.38	-1.00	
Your organization has simplified decision making processes	0.30	-0.80	
Your organization has created new sustainability-related processes [e.g., reporting structure, communication, monitoring, etc.]	-0.15	-1.40	
Physical Capital			0.89
Your organization has improved its financial performance	-0.20	-0.96	
Your organization has saved costs	-0.13	-1.20	
Your organization has gained additional funding opportunities	0.06	-1.30	
Your organization has developed new products/services	-0.24	-0.90	
Your organization has expanded existing products/services	-0.23	-0.74	
Human Capital			0.86
Your employees' awareness of sustainability has improved	-0.72	1.00	
Your senior management's understanding of sustainability has improved	-0.78	0.44	
Your organization has improved opportunity for accessing information from other organizations	-0.56	-0.58	
Your organization has acquired new knowledge	-1.30	2.20	
Your organizations has gained new knowledge about the activities of other organizations	-1.30	2.00	
Organizational Capital			0.93
Your organization has improved its relationship with the community	-0.80	0.85	
Your organization has improved its relationship with other organizations in the community	-0.75	0.85	
Your organization has increased its overall reputation	-0.92	0.41	
Your organizational has increased its recognition	-1.18	1.30	
Shared Capital			0.85
Your organization has made progress towards its sustainability goals	-0.75	0.34	
Your organization has positively influenced sustainability within your community [i.e., town, city, or region]	-1.00	1.00	
Your organization has helped reach the goals set in the community sustainability strategy	-0.67	-0.19	
Your organization's influence over community sustainability goals has improved	-0.60	-0.24	
Control Variables			
Length of partnership	0.65	-0.32	
Organization type	0.51	-1.80	

Appendix XXII: Internal reliability and descriptive statistics of variables (Chapter 6)

Variable	Cronbach's α	N of Items	Mean	SD
IIS	0.89	4	2.67	1.40
Financial	0.89	5	2.75	1.19
Human	0.86	5	3.40	0.99
Organizational	0.93	4	3.86	0.92
Shared	0.85	4	3.6	0.96

Appendix XXIII: Demographic data (Chapter 7)

Variable	Categories	n	%
Continent	Africa	3	3.2
	Asia	13	13.7
	Australia	8	8.4
	Europe	6	6.3
	North America	60	63.2
	South America	4	4.2
Population of community	Under 50,000	31	33.0
	50,000-100,000	17	18.1
	100,001-500,000	19	20.2
	500,001-1,000,000	8	8.5
	1,000,001-5,000,000	17	18.1
	5,000,000+	2	2.1
Language survey completed in	English	82	86.3
	Korean	7	7.4
	Spanish	3	3.2
	French	2	2.1

Appendix XXIV: Information about the plans and partnerships (Chapter 7)

Variables	Categories	n	%
Age of plan	0-2 years	30	31.9
	3-5 years	24	25.5
	6-8 years	20	21.3
	9-11 years	6	6.4
	12-14 years	6	6.4
	15+ years	7	7.4
	Not sure	1	1.1
Time horizon of your plan	0-10 years	36	38.3
	11-20 years	21	22.3
	21-30 years	16	17.0
	31-40 years	4	4.3
	41-50 years	4	4.3
	51-60 years	n/a	n/a
	61 years	n/a	n/a
	Not sure	13	14
Number of partners	0	7	7.4
	1-5	24	25.5
	6-10	9	9.6
	11-20	9	9.6
	21-50	13	13.8
	51-99	6	6.4

	100+	12	12.8
	Not sure	14	14.9
Survey participant role	Director	11	11.6
	Manager	19	20.0
	Coordinator/Specialist/ Officer/Planner	50	52.6
	Project/Program Assistant	4	4.2
	Intern/student	1	1.1
	Other	9	9.5

Appendix XXV: Items and variables used to measure theoretical constructs (Chapter 7)

	Reference Source
(1) Independent Variable	
Collaborative Decision Making (CDM)	(Ansell & Gash, 2007; Dyer & Singh, 1998; Emerson, Nabtachi, & Balogh, 2012; Koschmann et al., 2012; Provan et al., 2007)
Respondent used a Likert scale, 1=disagree and 5=agree to answer the following questions:	
a. Strategic decisions are made collaboratively by more than one partner (CDM1)	
b. Implementation decisions are made collaboratively by more than one partner (CDM2)	
(2) Mediating variables	
Communication Systems (COM)	(Bryson et al., 2006; Dyer & Nobeoka, 2000; Dyer & Singh, 1998; Googins & Rochlin, 2000; Huxham, 1993; Mattessich et al., 2001)
Respondent used a Likert scale, 1=never and 5=very frequently to rate the amount of communication to partners on activities related to your community sustainability plan (or other related initiative) done through....	
a. Regular email updates sent to partners (COM1)	
b. Partner networking events (COM2)	
c. Awards and/or recognition events for partners (COM3)	
d. Annual or regular meetings with partners to discuss progress and next steps (COM4)	
Recalibration Systems (Re)	(Brinkerhoff, 2002a; Clarke, 2011; 2014; Dyer & Nobeoka, 2000; Dyer & Singh, 1998; Emerson, Nabatchi, Balogh, 2012; Le Ber & Branzei, 2010a)
Respondent used a Likert scale, 1=disagree and 5=agree to answer the following questions, implementation of your community sustainability plan includes systems that...	
a. Report on local government and partner sustainability actions (RE1)	
b. Identify necessary adjustments required for meeting the community's sustainability goals (RE2)	
c. Allow for adjustments to be made to the community's sustainability goals (RE3)	
d. Facilitate the timely renewal of the community sustainability plan (RE4)	

3. Dependent Variable

Partnership Capital (PC)

Respondent used a Likert scale, 1=agree and 5=disagree to answer the following questions, as a result of implementing your community sustainability plan...

- | | |
|--|--|
| a. Partners are able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership (PC1) | (Emerson, Nabatchi, Balogh, 2012; Horwitch & Prahalad, 1981; Mattessich et al., 2001; Wiewel & Lieber, 2004) |
| b. The groups has the ability to survive even if it had to make major changes in its plans or add some new members to reach its goals (PC2) | |
| c. Sustainability knowledge in the local authority has increased (PC3) | (Bryson et al., 2006; Hardy et al., 2003; Hitt et al., 2001; Innes & Booher, 1999; Leach et al., 2002; Leach & Pelkey, 2001; Provan et al., 2007; Reed et al., 2006; Worthington et al., 2003) |
| d. Sustainability knowledge among partners has increased (PC4) | |
| e. The partners have a better understanding of the sustainability issues in the community (PC5) | |
| f. Positive professional relationships have formed among the partners (PC6) | (Horwitch & Prahalad, 1981; Innes & Booher, 1999; Leach et al., 2002; Mattessich et al., 2001; Wiewel & Lieber, 2004) |
| g. Partners have an improved understanding of each other's perspectives (PC7) | |
| h. Positive relationships have formed between the community and the partners (PC8) | |
| i. Communication among the people in this collaborative group happen at both formal meetings and in informal ways (PC9) | |

4. Controls

- | | |
|---|---|
| a. How old is your community sustainability plan? (C1) | (Clarke, 2014; Huxham & Vangen, 2005; Rufin & Rivera-Santos, 2014; Waddock, 1988) |
| b. How many partners are involved in the implementation of your community sustainability plan? (C2) | (Butler, 2001; Indik, 1965; Marwell & Oliver, 1993) |
-

Appendix XXVI: Skewness and Kurtosis for variables (Chapter 7)

Item	Skewness	Kurtosis
Strategic decisions are made collaboratively by more than one partner (CDM1)	-0.96	-0.15
Implementation decisions are made collaboratively by more than one partner (CDM2)	-0.89	-0.01
Report on local government and partner sustainability actions (RE1)	-0.82	-0.23
Identify necessary adjustments required for meeting the community's sustainability goals (RE2)	-0.96	0.29
Allow for adjustments to be made to the community's sustainability goals (RE3)	-0.96	-0.07
Facilitate the timely renewal of the community sustainability plan (RE4)	-0.95	0.49
Regular email updates sent to partners (COM1)	-0.29	-0.71
Partner networking events (COM2)	-0.17	-0.37
Awards and/or recognition events for partners (COM3)	0.00	-0.54
Annual or regular meetings with partners to discuss progress and next steps (COM4)	-0.22	-0.61
Partners are able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership (PC1)	-0.53	-0.44
The groups has the ability to survive even if it had to make major changes in its plans or add some new members to reach its goals (PC2)	-0.59	-0.24
Sustainability knowledge in the local authority has improved (PC3)	-1.00	1.10
Sustainability knowledge among partners has increased (PC4)	-0.79	0.13
The partners have a better understanding of the sustainability issues in the community (PC5)	-1.01	1.60
Positive professional relationships have formed among the partners (PC6)	-0.94	0.13
Partners have an improved understanding of each other's perspectives (PC7)	-0.69	-0.29

Positive relationships have formed between the community and the partners (PC8)	-0.79	0.27
Communication among the people in this collaborative group happen at both formal meetings and in informal ways (PC9)	-0.90	1.07
Number of partners	0.19	-1.38
Age of community sustainability plan	0.98	0.10

Appendix XXVII: Common latent factor included in confirmatory factor analysis for model with communication systems

Variables	Factor Loadings	CR	α	Variables	Factor Loadings	CR	α
Collaborative Decision Making		0.52	0.83	Partnership Capital		0.43	0.92
CDM1	0.60			PC1	0.34		
CDM2	0.40			PC2	0.35		
Communication		0.63	0.77	PC3	0.46		
COM2	0.69			PC4	0.66		
COM3	0.77			PC5	0.63		
COM4	0.44			PC6	0.75		
COM5	0.41			PC7	0.65		
				PC8	0.56		
				PC9	0.27		

Note. CR=Composite Reliability, α =Cronbach's Alpha

Appendix XXVIII: Common latent factor included in confirmatory factor analysis for model with renewal systems

Variables	Factor Loadings	CR	α	Variables	Factor Loadings	CR	α
Collaborative Decision Making		0.76	0.83	Partnership Capital		0.47	0.92
CDM1	0.72			PC1	0.34		
CDM2	0.31			PC2	0.37		
Renewal		0.33	0.87	PC3	0.52		
RE1	0.12			PC4	0.70		
RE2	0.46			PC5	0.65		
RE3	0.54			PC6	0.68		
RE4	0.32			PC7	0.57		
				PC8	0.51		
				PC9	0.28		

Note. CR=Composite Reliability, α =Cronbach's Alpha

Appendix XXIX: SPSS Syntax for PROCESS

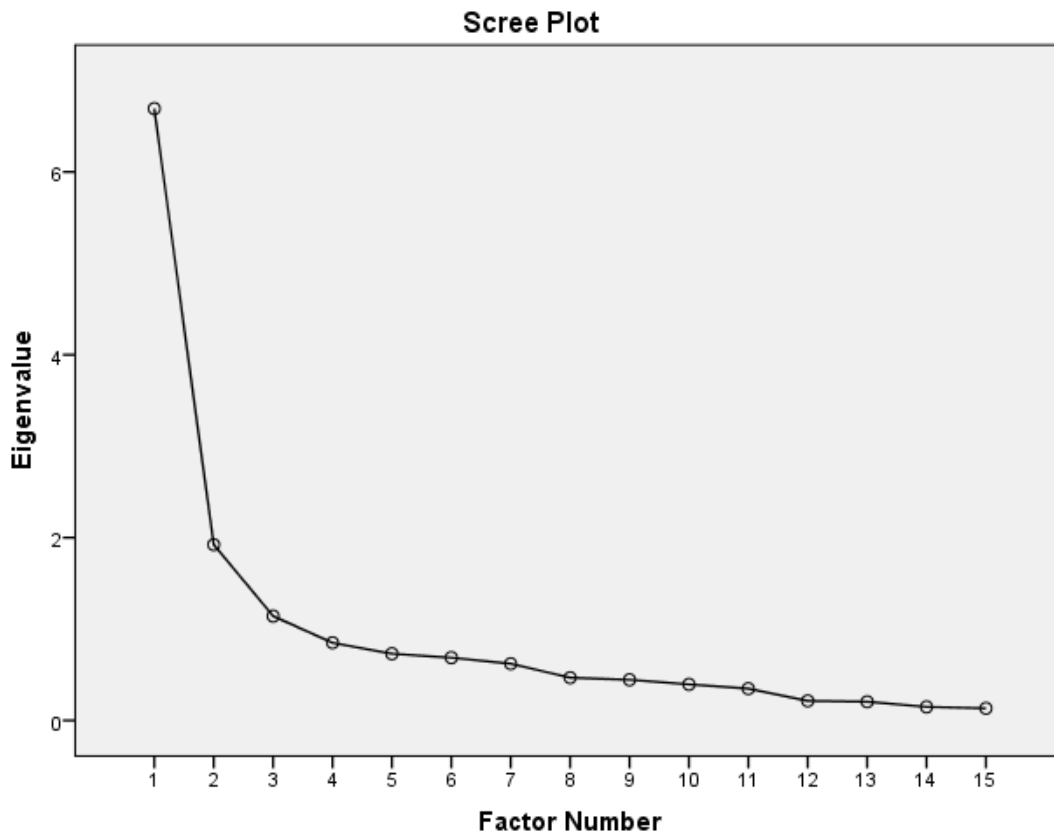
Chapter 7: PROCESS Syntax for Hypothesis 1

```
process vars=PC CDM COM  
/y=PC  
/x=CDM  
/m=COM  
/total=1  
/normal=1  
/boot=1000  
/percent=1  
/model=4
```

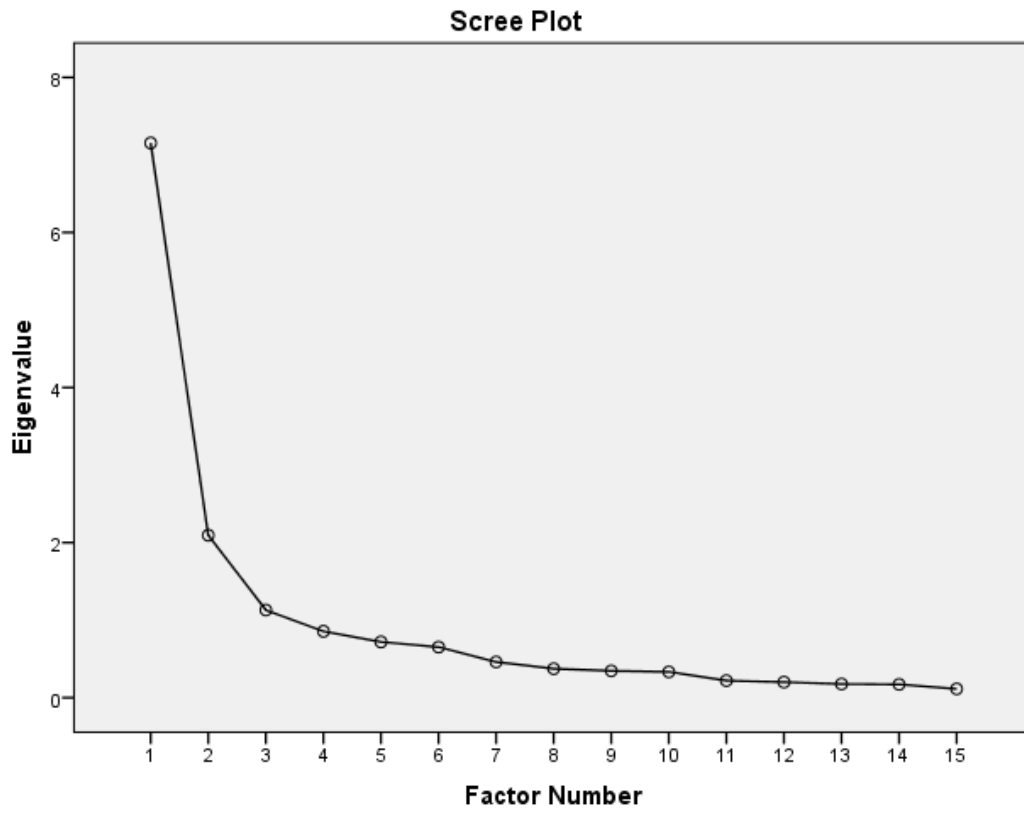
Chapter 7: PROCESS Syntax for Hypothesis 2

```
process vars=PC CDM RE  
/y=PC  
/x=CDM  
/m=RE  
/total=1  
/normal=1  
/boot=1000  
/percent=1  
/model=4
```

Appendix XXX: Scree Plot for Hypothesis 2



Appendix XXXI: Scree Plot for Hypothesis 3



Appendix XXXII: Hypothesis 2 Complementary Mediation Results

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.13.2

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2013). www.guilford.com/p/hayes3

Model = 4
Y = PC
X = CDM
M = COM

Statistical Controls:
CONTROL= Q23Age Q25Part

Sample size
94

Outcome: COM

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5570	.3103	.4667	13.4949	3.0000	90.0000
	.0000					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	1.2853	.2969	4.3292	.0000	.6955
1.8751					
CDM	.3927	.0629	6.2441	.0000	.2678
.5177					
Q23Age	.0379	.0451	.8407	.4028	-.0517
.1275					
Q25Part	.0171	.0303	.5648	.5736	-.0431
.0774					

Outcome: PC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5143	.2646	.4278	8.0037	4.0000	89.0000
	.0000					

Model	coeff	se	t	p	LLCI	
ULCI						
constant	2.8429	.3124	9.0995	.0000	2.2221	
3.4637						
COM	.2907	.1009	2.8810	.0050	.0902	
.4913						
CDM	.1505	.0721	2.0873	.0397	.0072	
.2937						
Q23Age	-.0310	.0434	-.7157	.4761	-.1172	
.0551						
Q25Part	-.0637	.0291	-2.1907	.0311	-.1215	-
.0059						

***** TOTAL EFFECT MODEL

Outcome: PC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4427	.1960	.4625	7.3118	3.0000	90.0000
.0002						

Model

	coeff	se	t	p	LLCI	
ULCI						
constant	3.2166	.2955	10.8841	.0000	2.6294	
3.8037						
CDM	.2646	.0626	4.2270	.0001	.1403	
.3890						
Q23Age	-.0200	.0449	-.4454	.6571	-.1092	
.0692						
Q25Part	-.0587	.0302	-1.9457	.0548	-.1187	
.0012						

***** TOTAL, DIRECT, AND INDIRECT EFFECTS

Total effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.2646	.0626	4.2270	.0001	.1403	.3890

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.1505	.0721	2.0873	.0397	.0072	.2937

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
COM	.1142	.0521	.0281	.2354

Normal theory tests for indirect effect

Effect	se	Z	p
.1142	.0441	2.5888	.0096

***** ANALYSIS NOTES AND WARNINGS

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

1000

Level of confidence for all confidence intervals in output:

95.00

----- END MATRIX -----

Hayes (2013b)

Appendix XXXIII: Hypothesis 3 Complementary Mediation Results

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.13.2

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2013). www.guilford.com/p/hayes3

Model = 4
Y = PC
X = CDM
M = Re

Statistical Controls:
CONTROL= Q23Age Q25Part

Sample size
94

Outcome: Re

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4691	.2201	.7021	8.4661	3.0000	90.0000
	.0001					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	2.6880	.3641	7.3821	.0000	1.9646
3.4114					
CDM	.3792	.0771	4.9158	.0000	.2260
.5325					
Q23Age	-.0373	.0553	-.6743	.5019	-.1472
.0726					
Q25Part	-.0329	.0372	-.8845	.3788	-.1068
.0410					

Outcome: PC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.5025	.2525	.4348	7.5178	4.0000	89.0000
	.0000					

Model

	coeff	se	t	p	LLCI
ULCI					
constant	2.6378	.3631	7.2654	.0000	1.9164
3.3592					
Re	.2153	.0829	2.5957	.0110	.0505
.3801					
CDM	.1830	.0684	2.6766	.0089	.0471
.3188					
Q23Age	-.0120	.0436	-.2742	.7845	-.0987
.0748					
Q25Part	-.0516	.0294	-1.7571	.0823	-.1100
.0068					

***** TOTAL EFFECT MODEL

Outcome: PC

Model Summary

	R	R-sq	MSE	F	df1	df2
p	.4427	.1960	.4625	7.3118	3.0000	90.0000
.0002						

Model

	coeff	se	t	p	LLCI
ULCI					
constant	3.2166	.2955	10.8841	.0000	2.6294
3.8037					
CDM	.2646	.0626	4.2270	.0001	.1403
.3890					
Q23Age	-.0200	.0449	-.4454	.6571	-.1092
.0692					
Q25Part	-.0587	.0302	-1.9457	.0548	-.1187
.0012					

***** TOTAL, DIRECT, AND INDIRECT EFFECTS

Total effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.2646	.0626	4.2270	.0001	.1403	.3890

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.1830	.0684	2.6766	.0089	.0471	.3188

Indirect effect of X on Y

Effect	Boot SE	BootLLCI	BootULCI
Re	.0816	.0438	.1875

Normal theory tests for indirect effect

Effect	se	Z	p
.0816	.0361	2.2591	.0239

***** ANALYSIS NOTES AND WARNINGS

Number of bootstrap samples for bias corrected bootstrap confidence intervals:
1000

Level of confidence for all confidence intervals in output:
95.00

----- END MATRIX -----

(Hayes, 2013b)

Glossary of Terms

As this dissertation draws from literature from different disciplines (social partnership, strategic management, sustainability, public policy, and environmental management), and because even within the same discipline the terms are discussed using varying language, a glossary is presented, below.

Agenda 21 – The primary outcome document of the United Nations Conference on Environment and Development. The conference was held in Rio de Janeiro in 1992. Aspects of Agenda 21 are being implemented through Local Agenda 21s in local authorities around the world. **Local Agenda 21** is also defined in this glossary.

Causal ambiguity – “The lack of transparency about what resources are responsible for competitive advantage” (Das & Teng, 2000, p. 40). Where it is unclear what resources caused success for an organization or how that resource was obtained, it is challenging for other organizations to imitate the same result. See also **imperfect imitation** and **social complexity**.

Communication systems – Processes in the partnership that facilitate information delivery and exchange among partners. For example, meetings with partners to discuss progress and next steps and/or other partner networking events.

Community sustainability plan – The primary outcome document of the Local Agenda 21 process in a region or municipality. This document guides the multi-stakeholder partnership in its aim to achieve sustainable development in its defined geographical region. See the definitions of **Local Agenda 21**, **sustainable development**, and **multi-stakeholder partnership** for additional explanation.

Cross-sector partnership – A partnership that involves organizations from more than one sector (private, public, and civil society sectors).

Collaborative decision making – Decision making that involves a collaborative effort of the partners. These decisions occur at both the strategic and implementation levels.

Financial capital – The economic benefits enjoyed by partners, such as cost savings and/or improved efficiency (Lavie, 2006).

Individual implementation structure – Any structure internal to the partner organization that helps to implement aspects of the community sustainability plan. For instance, individual implementation structures can include sustainability-related positions, working teams, or processes.

Human capital – The knowledge held within an organization and the capacity of an organization to generate new knowledge (Hitt, Biermant, Shimizu, & Kochhar, 2001; Penrose, 1959).

Implementation – Partnership and partner activity aimed at implementing the community sustainability plan.

Imperfect imitation – Barriers that prevent others from replicating an organization’s resources (Barney, 1991). Typically, resources that have causal ambiguity or are the result of social complexity also have imperfect imitability. See also **causal ambiguity** and **social complexity**.

Local Agenda 21 – “A participatory, multi-stakeholder process to achieve the goals of Agenda 21 at the local level through the preparation and implementation of a long-term, strategic-plan that addresses priority local sustainable development concerns” (Rok & Kuhn, 2012, p.12). The Local Agenda 21 process includes community sustainability plans. Please see **community sustainability plan** and **Agenda 21** in this glossary for additional explanation.

Multi-stakeholder partnership – A partnership made up of partners who have a stake in the social problem that has brought them together. These partnerships generally have a large number of partners from the private, public, and civil society sectors. See **social problem**, **social partnership**, and **cross-sector partnership** in this glossary for additional explanation.

Organizational capital – Formal reporting systems and benefits of relationships between an organization and those in its environment (Barney, 1995).

Outcomes – The results of community sustainability plan implementation through partnership activity. There are different categorizations of outcomes, see **plan outcomes**, **partner outcomes** and **process outcomes** for additional explanation.

Partners – Organizations within a geographically bound community that have joined a partnership to implement a community sustainability plan.

Partnership – Two or more organizations working together toward a common goal.

Partner capital – Resources gained by the partners because of their involvement in the partnership that improve their organization’s performance or strategic advantage. There are four types of capital discussed in this dissertation, including physical/financial, social, organizational, and shared capital, which are all defined in this glossary.

Partner level – Partnership-related implementation activity that occurs inside partner organizations.

Partner outcomes³⁵ – Outcomes related to partner learning (Hardy, Phillips, & Lawrence, 2003) and changes in partner organizational culture or structure because of involvement in a partnership (Clarke & Fuller, 2010; Bryson & Bromiley, 1993).

Partnership capital – Resources gained collectively within the partnership that improve its capacity to implement the community sustainability plan. Partnership capital includes the learning and the adaptability of the partnership made possible by the human and social capital generated through the collaborative process. See also **process outcomes**.

Partnership level – Partnership-related implementation activity that occurs inside the partnership, but outside the partner organizations.

Physical/financial capital – An organization's tangible assets such as facilities, equipment, land, natural resources, and raw materials (Penrose, 1959).

Process outcomes – Outcomes at the partnership level that lead to adaptations made to the implementation and design of the partnership as a result of collaborative processes (Clarke & Fuller, 2010; Pinto & Prescott, 1990).

Processes – The systems within the partnership that form the structure that facilitates the collective implementation of the community sustainability plan (for example, decision making, communications, and renewal). See **structure**, **collaborative decision making**, **communication systems**, and **renewal systems** for additional explanation.

Relational View – A theory of cooperative strategy and sources of interorganizational competitive advantage (Dyer & Singh, 1998). Relational view is a resource-based theory that includes resources or rents from interorganizational interactions. It also theorizes about the antecedents of interorganization resources (Das & Singh, 1998).

Renewal systems – Processes in the partnership that facilitate reflection and learning among partners. For example, processes that allow for adjustments to be made to the community sustainability goals and/or facilitate the timely renewal of the community sustainability plan are part of renewal systems.

Resource-based view (RBV) – A theory of competitive advantage that examines the role of resources in a firm's competitive advantage (Penrose, 1959). According to RBV, for a firm to gain sustained competitive advantage, it must have resources that are valuable, rare, and costly to imitate, and are idiosyncratic to the firm (Barney, 1991). Extensions of this theory say that the organization must also be organized to capture value from its

³⁵ Partner outcomes resemble organizational capabilities as discussed in the management literature on capabilities (Teece, Pisano & Shuen, 1997), however this dissertation uses the term outcomes as the focus is on the outcomes of plan implementation through partnerships, rather than partner organizational capabilities. Moreover the term outcomes is commonly used in the social partnership literature to describe capabilities that partners gain (see Clarke & Fuller, 2010; Bryson & Bromiley, 1993; Hardy, Phillips, & Lawrence, 2003).

resources; in other words, it must have the structure in place to transform its valuable resources into a sustained competitive advantage (Barney, 1991). See also **physical/financial, human, and organizational capital, social complexity, VRIO Framework, causal ambiguity, and imperfect imitation.**

Shared capital – The perceived gains made on the goals of the social partnership.

Social complexity – A situation that is beyond the organization’s ability to systematically manage and influence, thus creating a situation where the benefits the organization enjoys from this situation are imperfectly inimitable for other organizations (Barney, 1991). Examples include interpersonal relationships between people inside and outside the organization, the organization’s reputation, etc. See also **causal ambiguity and imperfect imitation.**

Social problem – “A complex problem that deals with social injustice, ecological imbalance, and/or economic inequality, and which is beyond the capacity of a single organization to solve, thereby requiring an interorganizational response” (Clarke, 2010, p. xvi).

Social partnerships – Arrangements of otherwise independent organizations from more than one of the private, public, or civil society sectors working together on a social problem that is of common concern (Waddock, 1989). In this dissertation, the arrangements of organizations form new interorganizational entities, which are created specifically to address the social problem of interest.

Structure – Aspects of governance, roles, responsibilities, and processes that work together in a partnership (Babiak & Thibault, 2009; Bäckstrand, 2006; Bryson, Crosby, & Stone, 2006). This dissertation examines parts of structure by examining processes within a structure. Where the term “structure” is used in this dissertation it is referring to two or more processes that are working together.

Sustainable development – “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987, p. 43). Sustainable development includes social, ecological, and economic aspects and their interdependencies and interactions. It also promotes the concepts of intergenerational timeframe and ecological limits.

VRIO Framework – The VRIO Framework assesses what makes a resource strategic. It says that for a resource to contribute to an organization’s competitive advantage, it must be valuable, rare, costly to imitate, and the organization must be organized to capture the value from the resources.
