

**Report Conducted as part of the International Study on
Cross-Sector Partnerships for the Implementation of
Community Sustainability Plans
Bristol Green Capital Partnership - Partners Survey
Results**

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1. Introduction

The city of Bristol, located along the Avon River in the southwest of England, is the UK's greenest city and the eighth most populous (European Commission, n.d.). With important investment plans for transport and energy efficiency and renewable energy, Bristol has dropped its carbon emissions consistently since 2005, despite having a growing economy, with very good air quality (European Commission, n.d.). Bristol is a signatory of the Covenant of Mayors since 2009 with targets to reduce its energy use by 30% and CO₂ emissions by 40% by 2020, and 80% by 2050 (from 2005 as baseline) (European Commission, n.d.). The city of Bristol has a population of over 440,000 people (Office for National Statistics, n.d.). However, as members of the partnership are from beyond the city and with great influence and networks in the southwest of England, such as the University of Bath, the partnership reaches a population of over one million (West of England Local Enterprise Partnership, 2014).

Bristol's journey to become a global leader in sustainable urban living officially began in 2003, with a vision set out by the Bristol Partnership in its Community Strategy 2003 (Bell, Croft, & Sear, 2016; BGCP CIC, n.d.) to become 'a green capital in Europe – creating sustainable communities and improving the quality of life' (BGCP CIC, n.d.). In 2007, local authorities founded Bristol Green Capital Partnership (BGCP) with the commitment to make Bristol a 'low-carbon city with a high quality of life' by structuring collaborations between organizations from across all sectors to achieve such vision under the leadership of the Bristol City Council (BGCP CIC, n.d.). The formation of the partnership first began with some leading organizations, such as the Bristol City Council and the Environmental Agency, who were later followed by other organizations committing to the city's goal (BGCP CIC, n.d.). A Steering Group was formed with a Chair and Vice-Chair elected by member organizations, bringing a range of different skills and perspectives to the partnership (BGCP CIC, n.d.).

In 2014, Bristol Green Capital Partnership became a Community Interest Company formed by a small staff team and governed by a board of independent and elected directors (BGCP CIC, n.d.). The partnership operates a series of thematic groups including energy, fair trade food, green businesses, health, nature, resources, transport, urban, and sustainable development goals (BGCP CIC, n.d.).

The focus of this report, part of an international study of cross-sector partnerships for the implementation of community sustainability plans, are the organizations partnering for the sustainability of Bristol. This is a study focused on Bristol Green Partnership and not on the Green

Capital Year, which was an award given by the European Commission to the city of Bristol in 2015 (European Commission, n.d.). This study was developed by the University of Waterloo as a third party.

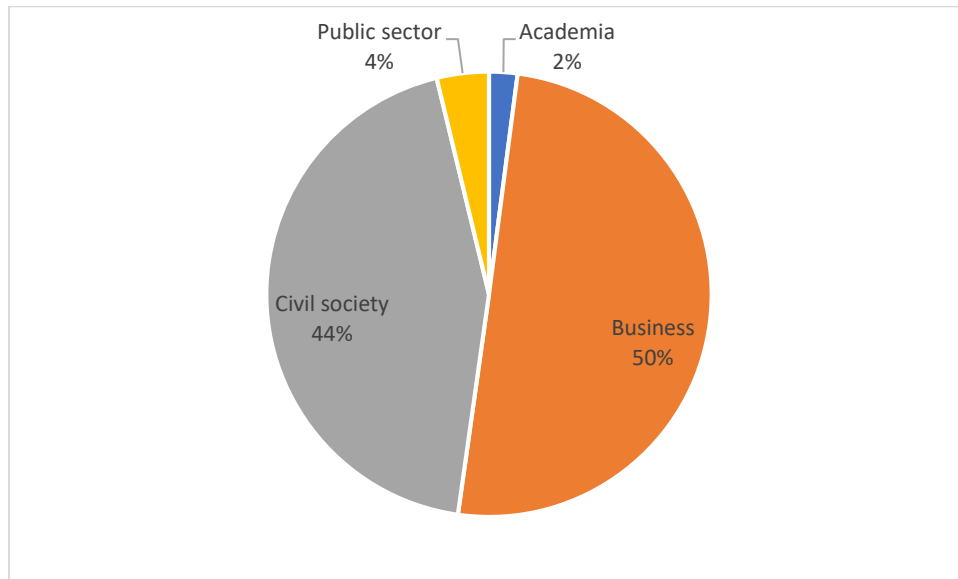
The challenge of achieving sustainability is too complex for any organization to address in isolation (Bryson, Crosby, & Stone, 2006; Gray & Stites, 2013; Waddock, 1991), a reason why Bristol and many other cities around the world (ICLEI, 2012) have invited various local organizations to work together towards sustainable cities. Partner organizations such as businesses, civil sector organizations, or governmental agencies are all key stakeholders for achieving community sustainability goals (Gray & Stites, 2013; Waddock, 1991) whose engagement can produce big changes within the community (Meadows, 1999). The engagement of these organizations in partnerships represents an opportunity to address public pressure and expectations on socially responsible businesses, more efficient and accountable NGOs, and for governments to provide more benefits and services while improving transparency (Selsky & Parker, 2005).

It is important to recognize the relevance of partner organizations' engagement and the contributions they make to the success of the initiative for a more sustainable Bristol; therefore, this study is focused on analyzing partner organizations. It is expected that this analysis will be useful not only for partner organizations to learn from each other about their drivers, structures and outcomes, but also for the partnership to engage them better and get the full potential from the partners by aligning values and creating incentives for them to work together for their success (Tang & Tang, 2014).

2. Bristol Green Capital Partnership: The Partners

The network of partners of Bristol Green Capital Partnership consists of a total of more than 800 organizations (BGCP CIC, n.d.) of which 291 have been considered active for purposes of this research. In order to classify the partners as active an engagement criterion was defined in agreement with the Partnership based on the following variables: having attended a quarterly gathering since 2014, having voted in the 2016 election, their involvement in BGCP projects including Crowdfunder Better Bristol Project, Good Transport Plan Launch, and Healthy City Week, their engagement in any of the Action Groups as well as in Momentum Groups, or responding to the survey part of this research.

Figure 1: Distribution of Partner Organizations of Bristol Green Capital Partnership based on the Categories defined for this Research



3. Scope of the Research

This study on the partners of Bristol Green Capital Partnership is part of a research involving four cities worldwide that have been working towards their sustainability with outstanding results. The cities selected adhere to a criterion that require they have large partnerships; have been working on the initiative for at least ten years; and that they have a projection to continue working on the initiative for a similar period of time. Additionally, this study includes partnerships that impact populations of between one and two million people from countries with a high human development index. According to the criterion described above, the cities selected to participate in this study are:

Table 1: Participating Cities based on the Selection Criterion

City, Country	Active partners	Working since	Time projection	Population (millions)	HDI ¹
Barcelona, Spain	328	2002	2022	1.6	0.876
Bristol, United Kingdom	291	2003	2020	1.1	0.907
Gwangju, South Korea	99	1995	2020	1.5	0.898
Montreal, Canada	142	2005	2020	1.6	0.913

¹ Human Development Index at country level (United Nations Development Programme, 2015)
 Report Conducted as part of the International Study on Cross-Sector Partnerships for the Implementation of Community Sustainability Plans. Bristol Green Capital Partnership – Partners Survey Results (2018)

This study is part of a larger project led by Dr. Amelia Clarke (<https://uwaterloo.ca/school-environment-enterprise-development/people-profiles/amelia-clarke>) at the School of Environment, Enterprise and development in the Faculty of Environment at the University of Waterloo in Canada; and part of the thesis for the degree of Doctor of Philosophy in Social and Ecological Sustainability of Eduardo Ordóñez-Ponce (<https://uwaterloo.ca/implementing-sustainable-community-plans/current-students-studies/eduardo-ordonez>). More information about the project can be found at <https://uwaterloo.ca/implementing-sustainable-community-plans/>.

a. Variables to be studied

This study focuses on three key variables for understanding partnering organizations:

- The drivers for organizations to join and remain engaged in Bristol Green Capital Partnership;
- The outcomes partner organizations have achieved as members of the partnership;
- The structures organizations have implemented for contributing to the sustainability of Bristol.

Organizations have been addressed through a survey. The implementation stage was developed in collaboration with Bristol Green Capital Partnership CIC (BGCP CIC) who helped by reaching out to the partners, explaining the study and its purpose as well as providing the survey for organizations to respond.

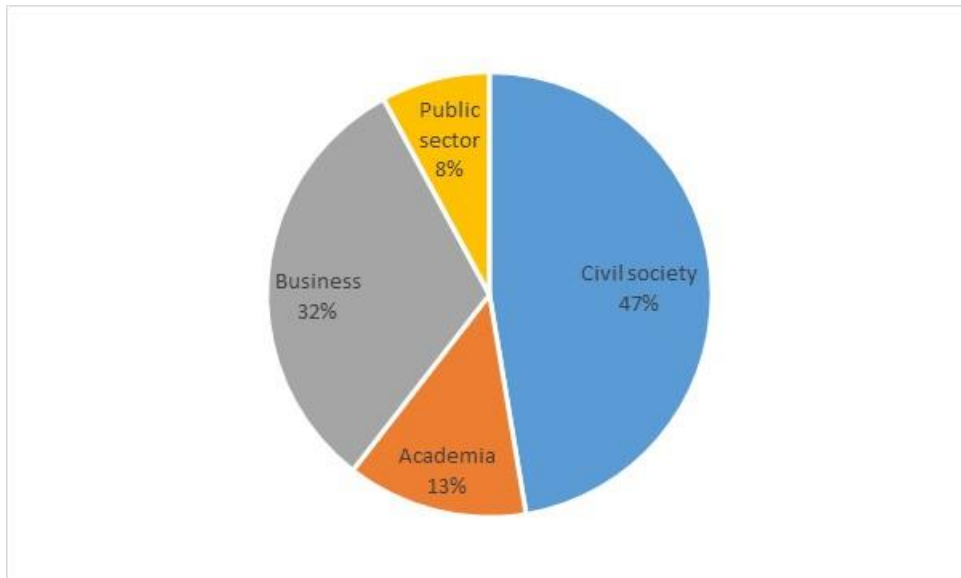
Survey questions were focused on organizations and not on the views or opinions of those who answered the questions. There are no known or expected risks for participating in this study. All provided information has been considered confidential, but aggregate findings will be shared with the participating cities and the movement of sustainable cities. Data collected through this study is kept in a locked office at the University of Waterloo for a period of ten years.

b. Data collection

In March 2016, an initial email was sent by the BGCP CIC to its partners providing a link to the platform www.fluidsurvey.com for them to answer the survey remotely. This process was open until December 2016 with a total response of 38 organizations, representing a 13% response rate. Between June and

December 2016, personal meetings were also held with partner organizations for answering the survey. Figure 2 shows the surveyed organizations per category.

Figure 2: Distribution of Surveyed Respondent Organizations



As can be seen from Table 2, 83% of the academia group, the most represented category of organizations, was surveyed, while 27% of the public sector. However, numbers for these two sectors are too low to proceed so final analyses are focused on all organizations as a group, and on business and organizations from the civil society group. Overall, although the response rate of 13% is limited, it is still useful for drawing conclusions.

Table 2: Number and Percentage of Organizations by Category

Organizations	Total	Surveyed with respect to the category
Academia	6	5 (83%)
Business	146	12 (8%)
Civil society	128	18 (14%)
Public sector	11	3 (27%)
Total	291	38
Response rate		13%

4. Description of Surveyed Organizations

a. Surveyed respondents

The following table shows that most respondents were CEOs (26%); followed by department managers (16%); and sustainability/environmental leads, program managers, and owners (8%).

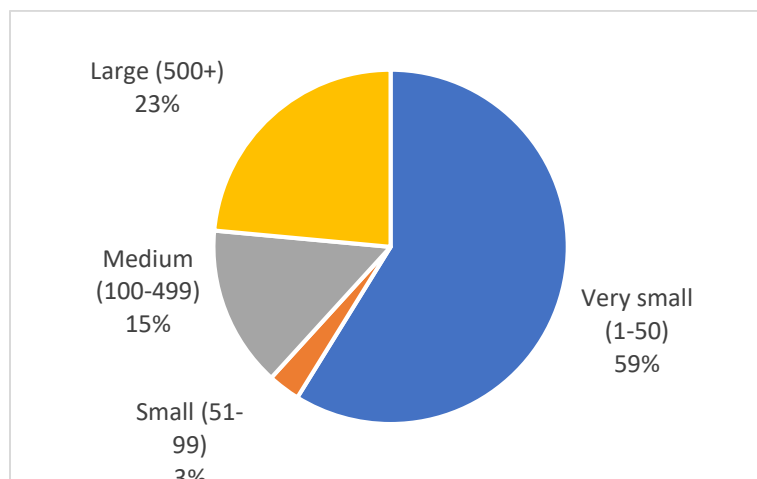
Table 3: Positions of Surveyed Respondents (n = 38)

Cargo	%
CEO / Executive Director	26%
Department Manager	16%
Sustainability/Environmental Lead	8%
Program Manager	8%
Owner	8%
Analyst	5%
Senior administrator	3%
Business partner	3%

b. Size of the organizations

Most of the organizations surveyed are very small, followed by large- and medium-sized organizations (Figure 3).

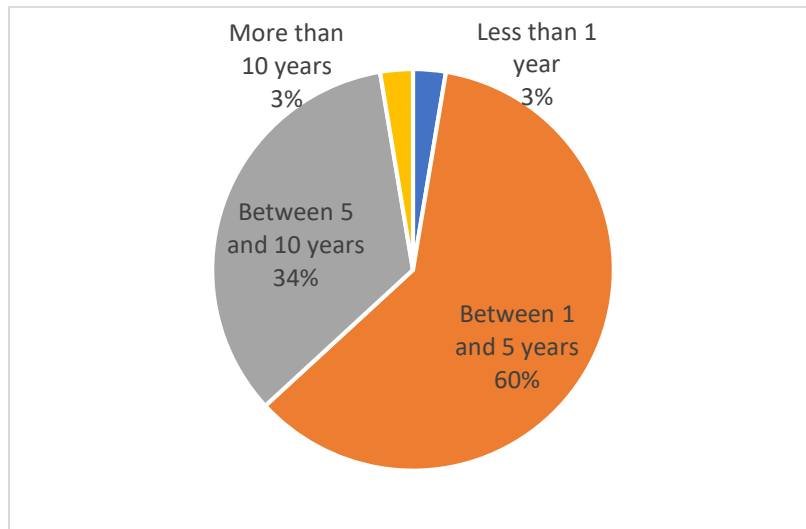
Figure 3: Size of Surveyed Organizations (n = 34)



c. Number of years partnering

As can be seen from Figure 4, most of the organizations that responded to the survey have been members of the partnership for 1 to 5 years (60%) and 34% of them from 5 to 10 years.

Figure 4: Number of Years Partnering of the Surveyed Organizations (n = 38)



d. Formal requirement for partners of Bristol

Out of the organizations responding to the question: are there any formal requirements to become a member of Bristol Green Capital Partnership? less than 50% declared having requirements to become a member, as can be seen from Figure 5. Table 4 shows seven types of commitments identified by the partner organizations, among which the most important are the commitment to specific goals (32%), participation on working sessions (29%), and building partnerships (26%).

Figure 5: Percentage of Surveyed Organizations with Formal Requirements to Become a Member of the Partnership (n = 38)

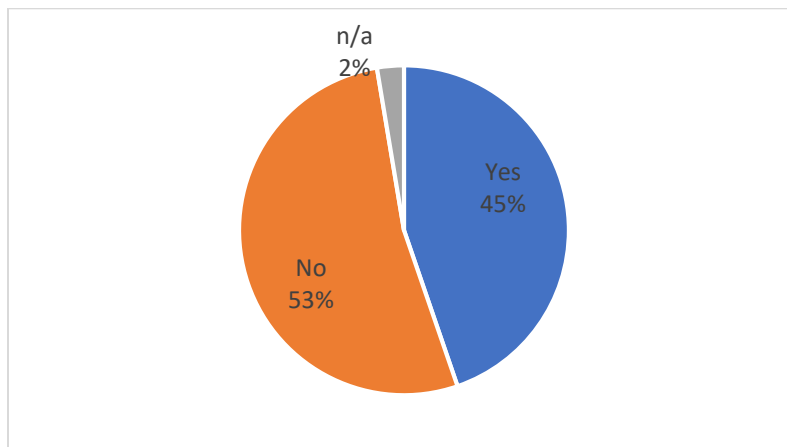


Table 4: Formal Requirements to Become a Member of the Partnership (n = 38)

Commitments	%
Commit to specific goals	32%
Participate on working sessions	29%
Build partnerships	26%
Communicate about the plan	16%
Commit staff	16%
Commit financial resources	13%
Implement a program	8%
Other	8%

5. Data Analysis

a. Drivers for organizations to partner and to remain partnering at Bristol Green Capital Partnership

As explained earlier, the first variable of analysis of this research are the drivers for organizations to join Bristol Green Capital Partnership, as well as their drivers to remain partnering.

Note: Figures are expressed from 1 to 5: 1 being equivalent to very valuable; 2 fairly valuable; 3 neutral; 4 little value; and, 5 no value. The following tables show the top five drivers ordered from the most (average closest to 1) to the least valuable. On the contrary, the ones least valuable range from the closest to 5 down to 1. In case of equal averages, those with the lowest standard deviation (SD) are placed closer to 1 in the case of tables referring to the most valuable drivers, whereas those with the lowest SD are presented closer to 5 in the case of tables referring to the least valuable drivers. Appendix Part B shows the complete list of drivers.

Due to the limited number of responses per category, as presented in Table 2, the following analyses are focused on organizations as a whole, on the private sector, and on the civil society category.

i. Drivers for joining Bristol Green Capital Partnership

The most valuable drivers for the organizations to join Bristol Green Capital Partnership are shown in Table 5, while those that were identified as least valuable are presented in Table 6.

Table 5: Most Valuable Drivers for Organizations to Join Bristol Green Capital Partnership (n = 38)

Drivers	Average	SD ²
Networking	1.184	0.512
Building new relationships	1.237	0.431
Collaborating with others	1.263	0.601
Contributing positively to the sustainability of the community	1.316	0.471
Gaining opportunity for collaborative project & idea development	1.316	0.662

² SD: Standard deviation

Table 6: Least Valuable Drivers for Organizations to Join Bristol Green Capital Partnership (n = 38)

Drivers	Average	SD
Reducing costs	3.553	1.179
Increasing physical resources	3.500	1.310
Making new business	3.447	1.465
Improving financial performance	3.447	1.245
Increasing financial resources	3.105	1.351

Private sector

Regarding the private sector, the most valuable drivers for joining the partnership are presented in Table 7 and the least valuable ones are presented in Table 8.

Table 7: Most Valuable Drivers for Organizations from the Private Sector to Join Bristol Green Capital Partnership (n = 12)

Drivers	Average	SD
Marketing opportunities	1.167	0.577
Building new relationships	1.333	0.492
Collaborating with others	1.333	0.651
Contributing positively to the sustainability of the community	1.417	0.515
Improving reputation	1.417	0.515

Table 8: Least Valuable Drivers for Organizations from the Private Sector to Join Bristol Green Capital Partnership (n = 12)

Drivers	Average	SD
Increasing physical resources	4.250	1.055
Increasing financial resources	4.083	1.311
Improving processes	4.000	1.128
Developing new products/services	3.833	1.267
Reducing costs	3.750	1.215

Civil society

On the other hand, the most valuable drivers for the organizations from civil society to join Bristol Green Capital Partnership are presented in Table 9, and the least valuable ones in Table 10.

Table 9: Most Valuable Drivers for Organizations from Civil Society to Join Bristol Green Capital Partnership (n = 18)

Drivers	Average	SD
Contributing positively to environmental challenges	1.167	0.383
Gaining opportunity for collaborative project & idea development	1.167	0.383
Networking	1.167	0.383
Contributing positively to the sustainability of the community	1.222	0.428
Building new relationships	1.222	0.428

Table 10: Least Valuable Drivers for Organizations from Civil Society to Join Bristol Green Capital Partnership (n = 18)

Drivers	Average	SD
Reducing costs	3.444	1.149
Making new business	3.333	1.534
Improving financial performance	3.278	1.320
Improving processes	3.167	1.043
Increasing physical resources	3.167	1.295

ii. Drivers for remaining partnering in Bristol Green Capital Partnership

When asked whether their current drivers to remain committed to the partnership are the same as those which drove them to join the partnership, most of the organizations responded that these have not changed (Table 11).

Table 11: Are the current drivers to remain committed to Bristol Green Capital Partnership the same as those which drove organizations to join the partnership?

Category of Organizations	Yes	No
Academia	80%	20%
Business	73%	27%
Civil society	78%	22%
Public sector	100%	0%
All categories	78%	22%

b. Outcomes achieved as partners of Bristol Green Capital Partnership

The second variable analyzed are the outcomes achieved by organizations thanks to their engagement in the Bristol Green Capital Partnership.

Note: Figures are expressed from 1 to 5: 1 being equivalent to very valuable; 2 fairly valuable; 3 neutral; 4 little value; and, 5 no value. The following tables show the top five outcomes ordered from the most (average closest to 1) to the least valuable. Conversely, the least valuable ones range from the closest to 5 down to 1. In case of equal averages, those with the lowest standard deviation (SD) are placed closer to 1 in the case of tables referring to the most valuable outcomes, whereas those with the lowest SD are presented closer to 5 in the case of tables referring to the least valuable outcomes. Appendix Part D shows the complete list of outcomes.

i. Outcomes for all the partner organizations

As can be seen from Table 12, the outcomes organizations valued the most are networking, building new relationships, and sharing own experiences. On the contrary, the least valued are reducing costs, making new business, and improving processes (Table 13).

Table 12: Most Valuable Outcomes for Organizations Partnering Bristol Green Capital Partnership (n=36)

Outcomes	Average	SD
Networking	1.583	0.770
Building new relationships	1.778	1.072
Sharing own experiences	1.833	1.108
Gaining opportunity for collaborative project & idea development	1.861	1.073

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Collaborating with others	1.917	1.025
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Table 13: Least Valuable Outcomes for Organizations Partnering Bristol Green Capital Partnership (n=36)

Outcomes	Average	SD
Reducing costs	3.917	1.180
Making new business	3.750	1.228
Improving processes	3.750	1.251
Improving financial performance	3.667	1.242
Increasing financial resources	3.639	1.268

Private sector

The most valued outcomes for the private sector are building new relationships and networking (Table 14). The least valued are business-related such as reducing costs, and increasing their physical and financial resources (Table 15).

Table 14: Most Valuable Outcomes for Organizations from the Private Sector Partnering Bristol Green Capital Partnership (n = 12)

Outcomes	Average	SD
Building new relationships	1.445	0.483
Networking	1.455	0.516
Gaining knowledge/learning	1.545	0.527
Sharing own experiences	1.545	0.699
Gaining opportunity for collaborative project & idea development	1.818	0.675

Table 15: Least Valuable Drivers for Organizations from the Private Sector Partnering Bristol Green Capital Partnership (n = 12)

Outcomes	Average	SD
Reducing costs	4.818	0.422
Increasing physical resources	4.818	0.632
Increasing financial resources	4.636	0.699
Improving processes	4.545	1.080
Developing new products/services	4.364	1.059

Civil society

Similar to the results from all the organizations, the most valuable outcome for organizations from the civil society category is networking (Table 16), while the least valued is reducing costs, just as for organizations from the private sector (Table 17).

Table 16: Most Valuable Outcomes for Organizations from Civil Society Partnering Bristol Green Capital Partnership (n = 17)

Outcomes	Average	SD
Networking	1.647	0.996
Contributing positively to environmental challenges	1.647	1.169
Collaborating with others	1.941	1.029
Building new relationships	2.000	1.323
Contributing positively to social challenges	2.059	1.391

Table 17: Least Valuable Drivers for Organizations from Civil Society Partnering Bristol Green Capital Partnership (n = 17)

Outcomes	Average	SD
Reducing costs	3.706	1.213
Making new business	3.588	1.228
Improving processes	3.529	1.231
Improving financial performance	3.471	1.328
Attracting new investors	3.294	1.160

c. Organizational structures

The third variable of analysis are structural actions representing how organizations address sustainability through the partnership from a structural perspective.

As shown in Table 18, three initial questions were raised about the existence and implementation of structural features to meet the challenge of sustainability.

Table 18: New Structural Features from Engaging with Bristol Green Capital Partnership

	All Organizations		Private Sector		Civil Society	
	Yes	No	Yes	No	Yes	No
	Existence of a structure to implement sustainability before joining the partnerships	76%	24%	58%	42%	76%
	n=37		n=12		n=17	
Change of structure because of joining the partnership	7%	93%	0%	100%	7%	93%
	n=30		n=8		n=14	
Implementation of a structure as a result of joining the partnership	22%	78%	0%	100%	50%	50%
	n=9		n=5		n=4	

Data show that most of the organizations had implemented structures before joining the Bristol Green Capital Partnership (76%), a result that is maintained in the two groups with the highest number of responses, the private sector (58%) and civil society (76%). Most of the organizations did not change their structure due to joining the partnership (93%), which all private organizations did not do (100%) and most of those from civil society (93%). Finally, more than three out of four organizations did not implement structures after having joined the partnership (78%), while no organization from the private sector did, and half of those from the civil society (50%).

i. Structural features

Finally, this study concerns the structural features of organizations for contributing to the sustainability of Bristol. Figure 6 shows the percentages of organizations implementing the respective structural features, while Figure 7 shows organizations from the private sector and Figure 8 those from civil society. Appendix Part C shows the complete list of structural features.

Figure 6: Percentage of Organizations Implementing Structural Features

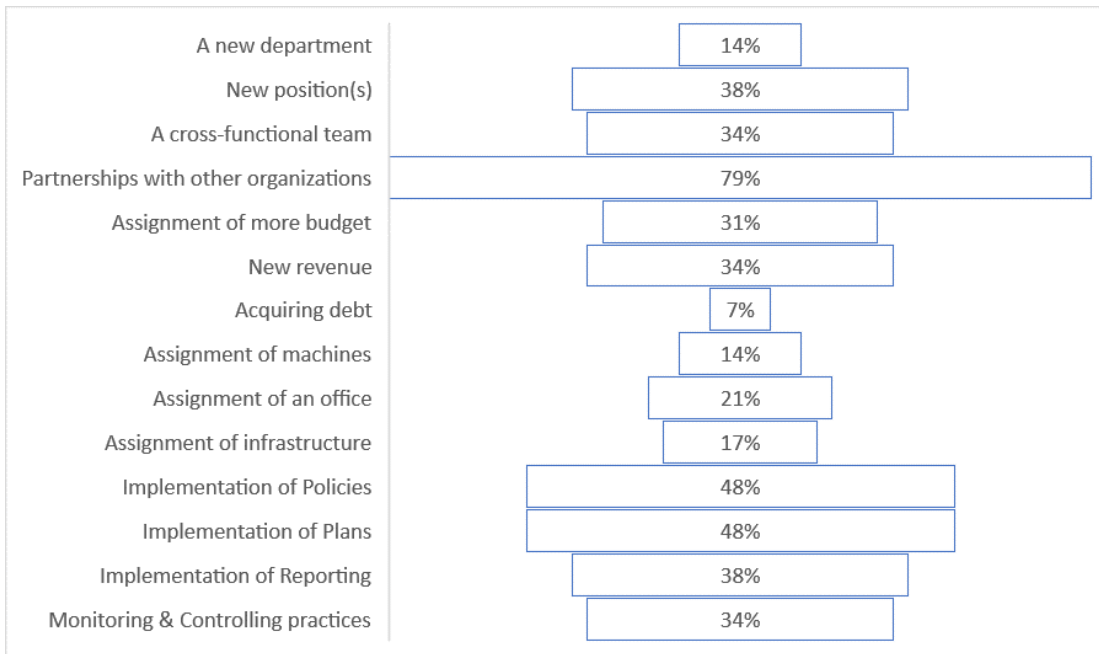


Figure 7: Percentage of Organizations from the Private Sector Implementing Structural Features

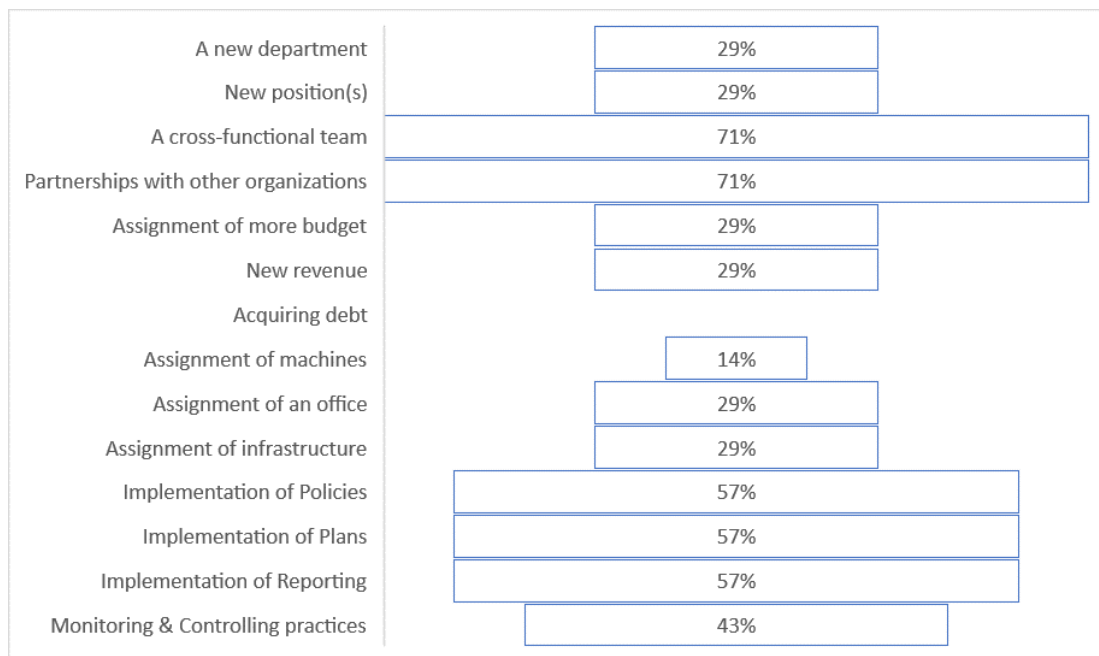
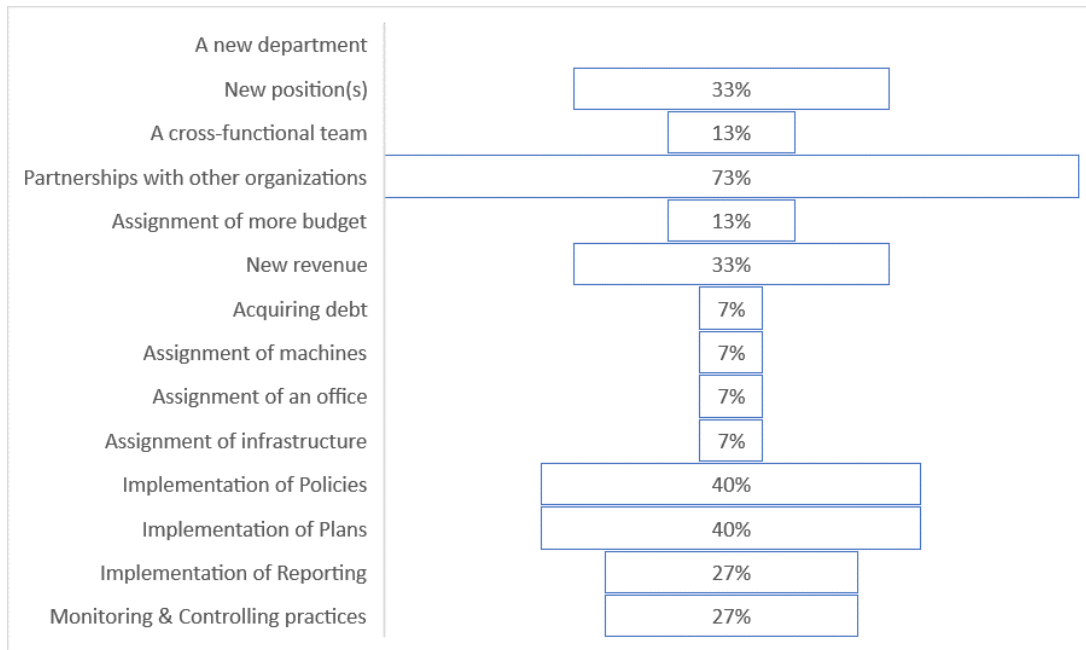


Figure 8: Percentage of Organizations from the Civil Society Implementing Structural Features



6. Conclusions

Comparatively analyzing the data regarding the drivers to join Bristol Green Capital Partnership, the drivers to remain partnering, the outcomes, and the organizational structures to implement sustainability, the following can be concluded:

a. Drivers

Regarding the drivers for organizations to engage Bristol Green Capital Partnership, the main reasons are networking, building new relationships, and collaborating with others. Organizations from the private sector are driven by similar reasons, however their main driver is marketing opportunities. Contributing positively to environmental challenges is the most important driver for organizations from the civil society category, as well as gaining opportunities for collaborative projects and idea development, and networking. While these last two are not drivers for the private sector, marketing opportunities is not a driver for civil society.

Conversely, drivers such as reducing costs, increasing physical resources, making new business, and improving financial performance are the least valued drivers for organizations to join the partnership. In particular, organizations from the private sector are less driven by increasing physical and financial

resources, as well as improving processes. Similarly, reducing costs, making new business, and improving financial performance are the least important drivers for organizations from civil society.

Most of the organizations declare to remain partnering by the same drivers that drove them to join Bristol Green Capital Partnership in the first place.

b. Outcomes

With respect to outcomes, the following can be concluded:

Organizations have declared that networking, building new relationships, and sharing their experiences are the most valuable outcomes. For organizations from the private sector, the most valuable outcomes are building new relationships, networking, and gaining knowledge/learning. Similarly, organizations from the civil society value networking, contributing positively to environmental challenges, and collaborating with others as outcomes.

Conversely, reducing costs, making new businesses, and improving processes are the least valued outcomes. Likewise, organizations from the private sector claim that reducing costs, and increasing physical and financial resources are the least valuable outcomes, which are similar to what organizations from civil society value the least.

c. Drivers versus outcomes

When comparing the drivers to join the partnership and the outcomes achieved by organizations, the following can be concluded:

In general, all drivers that encouraged organizations to join the partnership have been achieved as outcomes, especially networking, building new relationships, and collaborating with others, which is similar for organizations from civil society. On the contrary, the only driver achieved as outcome for business is building new relationships. Interesting to note that while business organizations joined, also driven by marketing opportunities as well as to collaborate with others, these have not been achieved as valuable outcomes.

d. Organizational structures

Regarding organizational structures to address the challenge of sustainability, most of the organizations in general, as well as those from the private sector and the civil society in particular, had a structure before joining the partnership, which most of them did not change once they joined the partnership. Accordingly, most of the organizations did not implement a structure as a result of joining the partnership.

The most important structural features for all organizations are partnering with other organizations, and implementing policies and plans. In particular, private organizations have cross-functional teams. On the other hand, the least implemented structural features are acquiring debt, a new department, or the assignment of machines, infrastructure or an office, which proved similar among all organizations.

7. Limitations

The main limitation of this research is the sample size of some of the categories. Although the response rate of 13% is useful, academia and the public sector have been under-represented in this study. As a result, conclusions presented here represent mostly the private and civil society sectors.

8. Next Steps

The data collected from all the partnerships will soon be statistically analysed to determine their correlation and significance as well as the statistical relationships between the three studied variables. Additionally, a final analysis of all responses will be developed to generate final conclusions.

9. Acknowledgements

Our sincere thanks to Vicky Woolley, Operations Manager, and Gary Topp, former Development Director at Bristol Green Capital Partnership CIC who supported us to develop this project with information, guidance, communications, and in contacting Bristol partners for collecting the data. Without their support and collaboration, it would not have been possible to reach the partner organizations of the Bristol Green Capital Partnership. We would also like to thank Aisha Stewart, University of Waterloo alumni, who helped us surveying partners in Bristol.

This project has been funded by the Social Sciences and Humanities Research Council of Canada (SSHRC), of whom we are extremely grateful. We would also like to thank MITACS Accelerate program, ICLEI Canada, and the School of Environment, Enterprise and Development (SEED), University of Waterloo.



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11. Appendix

Part A: The partner organization

(Partner: organization which has joined the partnership as a member)

Q1. Please type the name of your organization

Q1.1. Please select your position as the one responding the survey

- Board member/Councillor
- CEO/Executive Director
- Senior administrator
- Department manager
- Sustainability Manager
- Green Champion or Green Team Representative
- Program manager
- Analyst
- Junior staff
- External advisor
- Owner
- Business Partner

Other:	
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Q2: Do you confirm the participation of the organization you represent on BGCP?

- Yes
- No

Q3: Please select one or several of the following economic sectors that best represent your organization

(https://www.ic.gc.ca/eic/site/cis-sic.nsf/eng/h_00004.html)

- Accommodation and Food Services
- Administrative and Support, Waste Management and Remediation Services
- Agriculture, Forestry, Fishing and Hunting
- Arts, Entertainment and Recreation
- Construction
- Educational Services: University
- Educational Services: College
- Educational Services: School

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- Educational Services: Childcare
- Finance and Insurance
- Health Care and Social Assistance: Hospital
- Health Care and Social Assistance: Medical Centre
- Information and Cultural Industries
- Management of Companies and Enterprises
- Manufacturing excluding Food Manufacturing
- Food Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction
- Other Services (except Public Administration)
- Professional, Scientific and Technical Services
- Public Administration: Federal/National Government (As a whole)
- Public Administration: Federal/National Government (As a department)
- Public Administration: Provincial Government (As a whole)
- Public Administration: Provincial Government (As a department)
- Public Administration: Local Government (As a whole)
- Public Administration: Local Government (As a department)
- Real Estate and Rental and Leasing
- Retail Trade
- Transportation and Warehousing
- Utilities
- Wholesale Trade

Q3.1 Select the one corresponding to the size of your organization

- Very small (1-49 full time employees)
- Small (50-99 full time employees)
- Medium (100-499 full time employees)
- Large (500+ full time employees)

Q3.2 If an Association, please select as many as necessary

- Chamber of commerce
- Board of trade
- Union
- Neighbourhood Committee

Other:	
Please type the number of members:	

Q3.3 Select an Educational Institution if that is the case

- University
- College
- School
- Childcare

Other:	
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Q3.4 If a Non-Governmental Organization / Non for Profit Organization, please select as many as necessary

- Environmental
- Social
- Economic
- Political
- Cultural

Other:	
---------------	--

Q4: Was your organization involved in the development of the Partnership and/or its vision and objectives?

- Yes
- No

Q5: How long has your organization been a partner?

- Less than 1 year
- Between 1 and 5 years
- Between 5 and 10 years
- More than 10 years

Q5.1: Is your organization involvement mandatory or voluntary?

- Mandatory
- Voluntary

Q6: Are there any formal requirements for being a partner?

- Yes, go to Q6.1
- No, go to Q7

Q6.1 Please select as many formal requirements as necessary

- Commit to specific goals
- Implement a program
- Participate on working sessions and / or events
- Communicate about the partnership vision and objectives
- Commit financial resources
- Commit staff
- Build partnerships

Other:	
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Q7: Does your organization have a main contact permanently representing your organization?

- Yes, go to Q7.1
- No, go to Part B

Q7.1: What is his/her position in your organization?

- Board member/Councillor
- CEO/Executive Director
- Senior administrator
- Department manager
- Program manager
- Analyst
- Junior staff
- External advisor
- Owner
- Business Partner

Other:	
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Q7.1.1: Which department does he/she work in? (Select as many as necessary)

- Sustainability
- Environment
- Corporate Social Responsibility
- Communications
- Marketing
- Public Relations
- External Affairs
- General Management
- Human Resources
- Community Relations
- Planning
- Operations/Facilities Management
- Energy
- Natural Resources

Other:	
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Part B: Drivers to be part of the sustainability partnership

Q8: Drivers for your organization to become a partner

- What value did your organization assign to the following drivers when joining the partnership?

Q8.1: Community Capital

	No value	Little value	Neutral	Some Value	Very valuable
Contributing positively to all the sustainability goals of the vision					
Contributing positively to environmental challenges					
Contributing positively to social challenges					
Contributing positively to economic challenges					
Contributing positively to the sustainability of the community					
Contributing positively to the sustainability of the sector ³					

If Other, please include as well as its value for the organization

Q8.2: Human Capital

	No value	Little value	Neutral	Some Value	Very valuable
Gaining knowledge / Learning					
Gaining expertise					
Sharing own experiences					
Improving competencies					
Gaining peer support & sharing best practice ³					
Gaining opportunity for collaborative project & idea development ³					

If Other, please include as well as its value for the organization

³ These have been proposed by BGCP CIC and have been included only as part of the survey for Bristol
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Q8.3: Organizational Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving the sustainability of your organization					
Innovating capacity					
Building new relationships					
Improving reputation					
Gaining legitimacy					
Becoming more influential					
Having access to new markets					
Marketing opportunities					
Networking					
Collaborating with others					
Engaging with the community					
Improving relationships with authorities					
Improving relationships with NGOs					
Information & access to relevant opportunities & benefits ³					

If Other, please include as well as its value for the organization

Q8.4: Financial Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving financial performance					
Reducing costs					
Funding opportunities					
Developing new products/services					
Making new businesses					
Attracting new investors					
Increasing financial resources					

If Other, please include as well as its value for the organization

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Q8.5: Physical Capital

	No value	Little value	Neutral	Some Value	Very valuable
Increasing resources					
Improving processes					

If Other, please include as well as its value for the organization

Q9: Are the original drivers your organization became a partner exactly the same as why it remains a partner?

- Yes, go to Part C
- No, go to Q9.1

Q9.1: What value does your organization assign today to the following drivers for remaining in the partnership?

Q9.1.1: Community Capital

	No value	Little value	Neutral	Some Value	Very valuable
Contributing positively to all the sustainability goals of the vision					
Contributing positively to environmental challenges					
Contributing positively to social challenges					
Contributing positively to economic challenges					
Contributing positively to the sustainability of the community					
Contributing positively to the sustainability of the sector ³					

If Other, please include as well as its value for the organization

Q9.1.2: Human Capital

	No value	Little value	Neutral	Some Value	Very valuable
Gaining knowledge / Learning					
Gaining expertise					
Sharing own experiences					
Improving competencies					
Gaining peer support & sharing best practice ³					
Gaining opportunity for collaborative project & idea development ³					

If Other, please include as well as its value for the organization

Q9.1.3: Organizational Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving the sustainability of your organization					
Innovating capacity					
Building new relationships					
Improving reputation					
Gaining legitimacy					
Becoming more influential					
Having access to new markets					
Marketing opportunities					
Networking					
Collaborating with others					
Engaging with the community					
Improving relationships with authorities					
Improving relationships with NGOs					
Information & access to relevant opportunities & benefits ³					

If Other, please include as well as its value for the organization

Q9.1.4: Financial Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving financial performance					
Reducing costs					
Funding opportunities					
Developing new products/services					
Making new businesses					
Attracting new investors					
Increasing financial resources					

If Other, please include as well as its value for the organization

Q9.1.5: Physical Capital

	No value	Little value	Neutral	Some Value	Very valuable
Increasing resources					
Improving processes					

If Other, please include as well as its value for the organization

Part C: The organization implementation structure

(Implementation structure: organizational structures in charge of sustainability within the organization)

Q10: Before joining Bristol Green Capital Partnership, did your organization have a structure for implementing sustainability? (e.g. a department with staff and/or budget)

- Yes, go to Q10.1
- No, go to Q10.2

Q10.1: Did your organization change the structure due to joining the Partnership?

- Yes, go to Q10.1.1
- No, go to Q10.2.1

Q10.1.1: Please select Yes or No to the following structural changes on your organization:

	Yes	No
A new department		
New position(s)		
A cross-functional team		
Partnerships with other organizations		
Assignment of more budget		
New revenue		
Acquiring debt		
Assignment of machines		
Assignment of an office		
Assignment of infrastructure		
Implementation of Policies		
Implementation of Plans		
Implementation of Reporting		
Implementation of Monitoring & Controlling practices		

Please include if there is Other

Q10.2: Did your organization implement a structure due to joining the Partnership?

- Yes, go to Q10.2.1
- No, go to Part D

Q10.2.1: Please select Yes or No to the following structural changes on your organization:

	Yes	No
A new department		
New position(s)		
A cross-functional team		
Partnerships with other organizations		
Assignment of more budget		
New revenue		
Acquiring debt		
Assignment of machines		
Assignment of an office		
Assignment of infrastructure		
Implementation of Policies		
Implementation of Plans		
Implementation of Reporting		
Implementation of Monitoring & Controlling practices		

Please include if there is Other

Part D: Organization outcomes

(Outcomes: different types of benefits achieved by the organization due to being a partner)

Q12. As a result of remaining a partner of the partnership, your organization has achieved ...

- Please rate the achieved outcomes according to the value assigned by your organization

Q12.1: Community Capital

	No value	Little value	Neutral	Some Value	Very valuable
Contributing positively to all the sustainability goals of the vision					
Contributing positively to environmental challenges					
Contributing positively to social challenges					
Contributing positively to economic challenges					
Contributing positively to the sustainability of the community					
Contributing positively to the sustainability of the sector ³					

If Other, please include as well as its value for the organization

Q12.2: Human Capital

	No value	Little value	Neutral	Some Value	Very valuable
Gaining knowledge / Learning					
Gaining expertise					
Sharing own experiences					
Improving competencies					
Gaining peer support & sharing best practice ³					
Gaining opportunity for collaborative project & idea development ³					

If Other, please include as well as its value for the organization

Q12.3: Organizational Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving the sustainability of your organization					
Innovating capacity					
Building new relationships					
Improving reputation					
Gaining legitimacy					
Becoming more influential					
Having access to new markets					
Marketing opportunities					
Networking					
Collaborating with others					
Engaging with the community					
Improving relationships with authorities					
Improving relationships with NGOs					
Information & access to relevant opportunities & benefits ³					

If Other, please include as well as its value for the organization

Q12.4: Financial Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving financial performance					
Reducing costs					
Funding opportunities					
Developing new products/services					
Making new businesses					
Attracting new investors					
Increasing financial resources					

If Other, please include as well as its value for the organization

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Q12.5: Physical Capital

	No value	Little value	Neutral	Some Value	Very valuable
Increasing resources					
Improving processes					

If Other, please include as well as its value for the organization

Q13. Are there any negative outcomes due to being a partner?

- Yes, go to Q13.1
- No, go to page 18

Q13.1 Please name the main negative outcomes

Thank you

Thank you for taking the time of participating in this survey. This information is not only valuable for our research but also for the Secretariat. Can we follow up if we have additional questions? If yes, please leave your contact details including name, organisation and email address in the comment box below.