Report Conducted as part of the International Study on Cross-Sector Partnerships for the Implementation of Community Sustainability Plans

Sustainable Montreal - Partners Survey Results

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1. Introduction

The city of Montreal first set its resolution to sustainable development during the Montreal summit held in June 2002 (Ville de Montréal, n.d.-a), when several organizations signed the Statement of Principle of the Montreal Community on Sustainable Development, showing their determination towards sustainability and working together with the government (Clarke, 2012; Ville de Montréal, n.d.-a). Three committees were created the same year with different membership formation; sixteen representatives from different sectors made up the Steering Committee, which then evolved into the Liaison Committee in 2005; around fifty representatives from municipal services and boroughs composed the City-Borough Committee; and about a hundred members representing all partner organizations formed the Partners Committee, which merged with the City-Borough Committee in 2006 (Clarke, 2012). Under the leadership of the Municipality, the development of Montreal's sustainable initiatives were incorporating the shared commitment of the city and partner organizations to achieve sustainability (Ville de Montréal, n.d.-b).

In 2005, Montreal's First Strategic Plan for Sustainable Development 2005-2009 was adopted by the city's Executive Committee and implemented over a five-year period (Ville de Montréal, n.d.-a). This first plan had some 180 partners. This first collaborative experience then led to the establishment of a second plan. This document plus the collaboration of more than 180 organizations from the society led to the Community Sustainable Development Plan 2010-2015 (Ville de Montréal, n.d.-a). The plan was implemented through organizations from across sectors working on committees to achieve the plan's goals (Ville de Montréal, n.d.-a) on air quality and greenhouse gas emissions, residential environments, resource management practices, sustainable development practices, and biodiversity, natural environments and green spaces (Ville de Montréal, 2010). The number of engaged partners in the second Plan was more than 230 partners, so almost 25% more than the previous one.

In June 2016, Montreal launched the third Community Sustainable Development Plan "Sustainable Montreal" for the period 2016-2020 focusing on achieving a low carbon, equitable, and exemplary Montreal, with four priorities for intervention, and ten collective targets for implementation (Ville de Montréal, 2016). The four priorities are reducing GHG emissions and dependence on fossil fuels; adding vegetation, increasing biodiversity and ensuring the continuity of resources; ensuring access to sustainable, human-scale and healthy neighbourhoods; and making the transition towards a green, circular and responsible economy (Ville de Montréal, 2016).

Considering the adoption of the new Sustainable Montréal Plan 2016-2020, each time the plan is revised, the partners have to re-commit. The partner account resumes every four years.

However, during the survey conducted for this study, the process of re-engagement of Sustainable Montreal partners was beginning so only 142 partners were addressed in the survey which was implemented in February 2017. This report presents results on 142 active partners from across sectors, including 45 businesses, 20 public organizations, and 77 organizations from the civil society (M. Planchenault, personal communication, 2017). By April 2018, the number of active partners has grown reaching 258. The City of Montreal aims to have 500 partners by 2020. 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 Montreal. 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 the city of Montreal and many other cities around the world (ICLEI, 2012) have invited various local organizations to work together towards their sustainability. 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 Montreal; 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. Sustainable Montreal: The Partners

At the time the survey was sent (February 2017) to the partners of Sustainable Montreal, the partnership consisted of a total of 142 organizations from across sectors (M. Planchenault, personal communication, 2017), all considered active[1] during the survey participation for purposes of this research. Figure 1 shows the partners distributed according to three categories defined for purposes of this study, highlighting civil society and businesses as the largest groups.

Figure 1: Distribution of Partner Organizations of Sustainable Montreal baed on the Categories defined for this Research
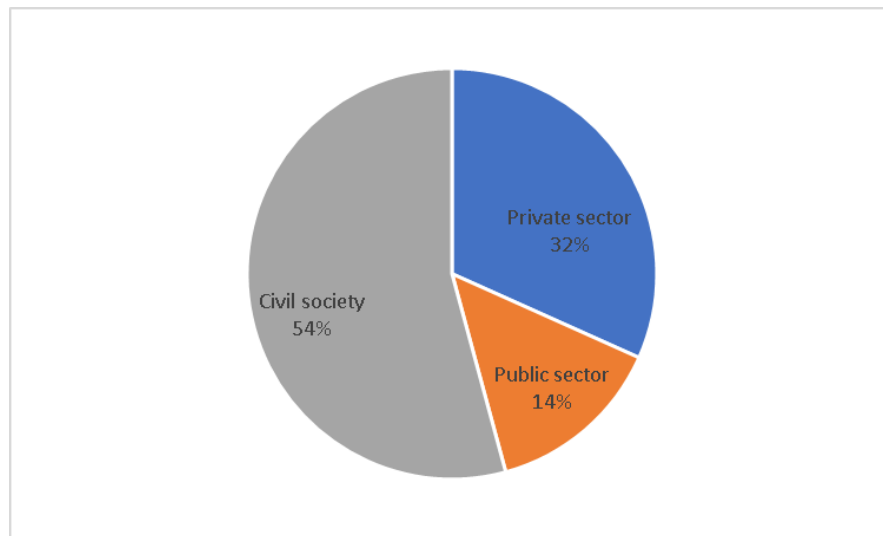
3. Scope of the Research

This study on the partners of Sustainable Montreal is part of a research involving four cities worldwide which 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

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[1] Organizations committed to contribute to at least some of the sustainability goals of the partnership (Waddock, 1988, 1991)

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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 Partnerships based on the Selection Criterion

City, Country	Active partners	Working since	Time projection	Population (millions)	HDI[2]
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

* Note: Considering the adoption of the new Sustainable Montréal Plan 2016-2020, each time the plan is revised, the partners must re-commit. The partner account resumes every four years. From June 2016 to April 2018, 258 partners have committed and the city aims to have 500 partners by 2020.

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 Sustainable Montreal;
- The outcomes partner organizations have achieved as members of the partnership;
- The structures organizations have implemented for contributing to the sustainability of Montreal.

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[2] Human Development Index at country level (United Nations Development Programme, 2015)

Organizations have been addressed through a survey. The implementation stage was developed in collaboration with the Sustainability Office of Montreal 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 February 2017, an initial email was sent by Sustainable Montreal to its partners providing a link to the platform www.surveymonkey.com for them to answer the survey remotely. This process was open until June 2017 with a total response of 47 organizations, representing a 33% response rate. Between May and June 2017, 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
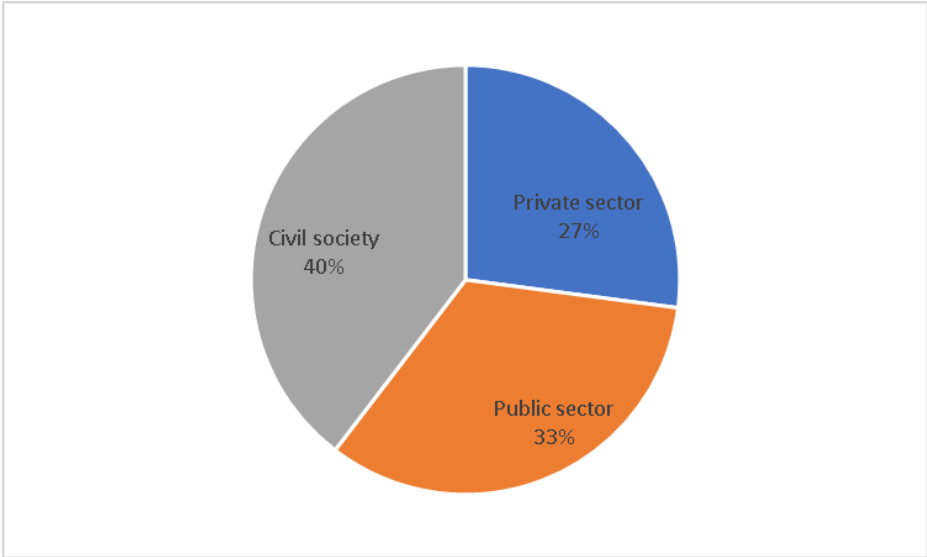
4. Description of Surveyed Organizations

a. Surveyed respondents

The following table shows that most respondents were CEOs (19%), sustainability/environmental leads (15%), and executive managers (13%). Interestingly, most positions were not proposed by the survey (25%), including those responsible for communications, responsible for professional services, directors, employees in sustainable development, among others.

Table 2: Positions of Surveyed Respondents (n=47)

Cargo	%
CEO / Executive Director	19%
Sustainability/Environmental Lead	15%
Executive Manager	13%
Program Manager	10%
Junior Employee	10%
Board Member	4%
Owner	2%
Others	25%

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b. Size of the organizations

Most of the organizations surveyed are very small (47%), followed by large organizations (38%) (Figure 3).

Figure 3: Size of Surveyed Organizations (n=47)
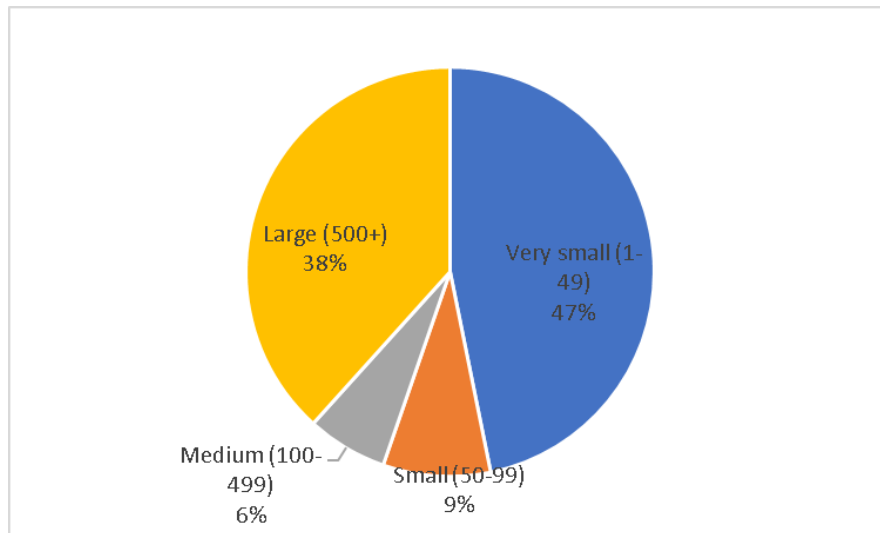
c. Partners part of the conception of Sustainable Montreal

With respect to the number of partner organizations having being part of the conception of the plan, 68% of them declare having been part of the initial development of Sustainable Montreal.

Figure 4: Organizations Part of the Conception of Sustainable Montreal (n=47)
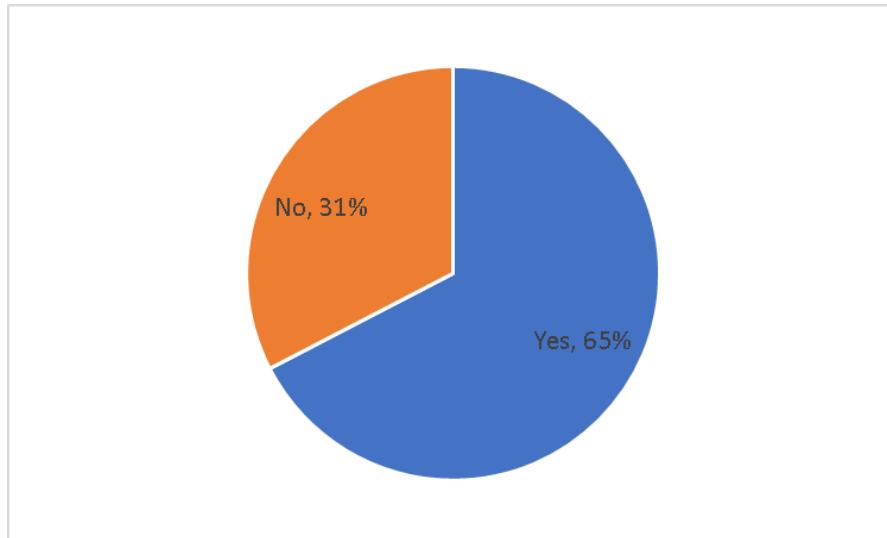
d. Number of years partnering

As can be seen from Figure 5, most of the organizations that responded to the survey have been members of the partnership for more than 1 year (88%), with 58% partnering for more than 5 years, and 29% for more than 10 years.

Figure 5: Number of Years Partnering of the Surveyed Organizations (n=47)
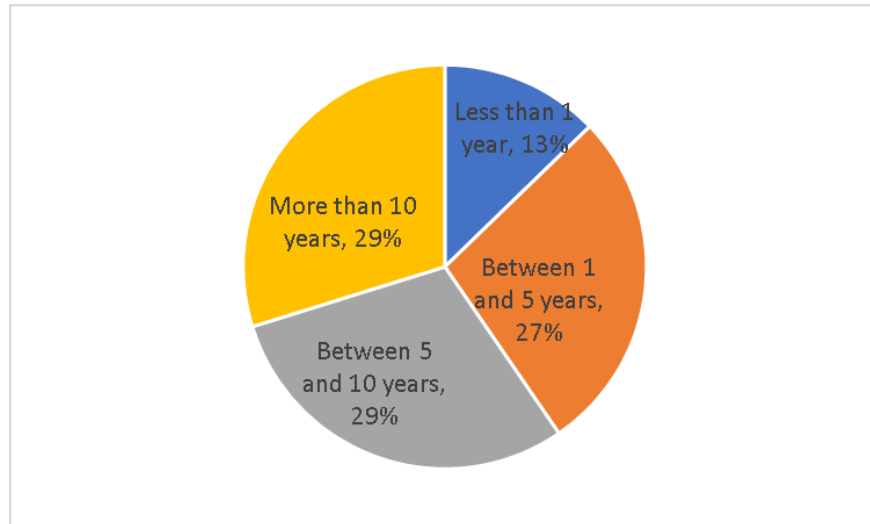
e.   Voluntary or Obligatory Engagement with Sustainable Montreal

Figure 6 shows that 90% of the partner organizations joined the partnership voluntarily.

Figure 6: Organizations Joining the Partnership (n=47)
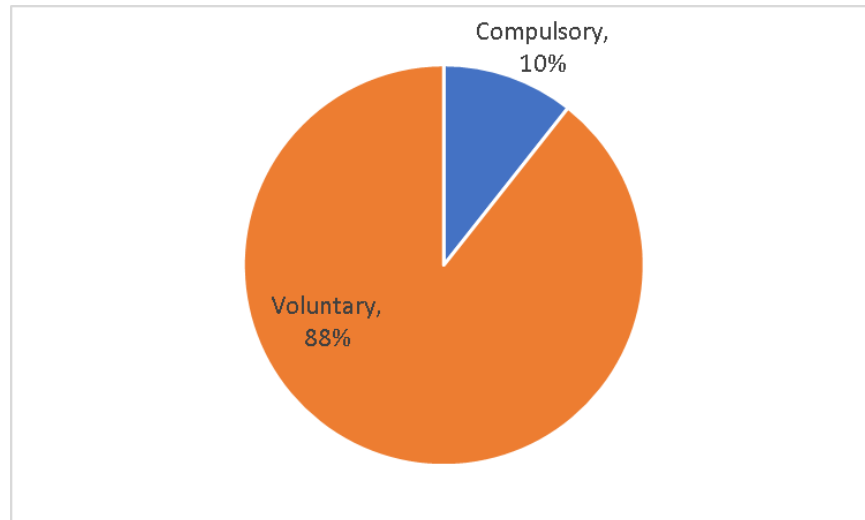
f.   Formal requirement for partners of Sustainable Montreal

Out of the organizations responding to the question: are there any formal requirements to become a member of Sustainable Montreal? 60% declared having requirements to become a member, as can be seen from Figure 7. Table 3 shows that eight types of commitments have been identified by organizations, among which the most important are the commitment to specific goals (54%), implement a program (44%), participate on working sessions and/or events (31%), communicate the plan vision and objectives (19%), commit financial resources (10%) and establish partnerships (10%).

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Figure 7: Percentage of Surveyed Organizations with Formal Requirements to Become a Member of the Partnership (n=47)
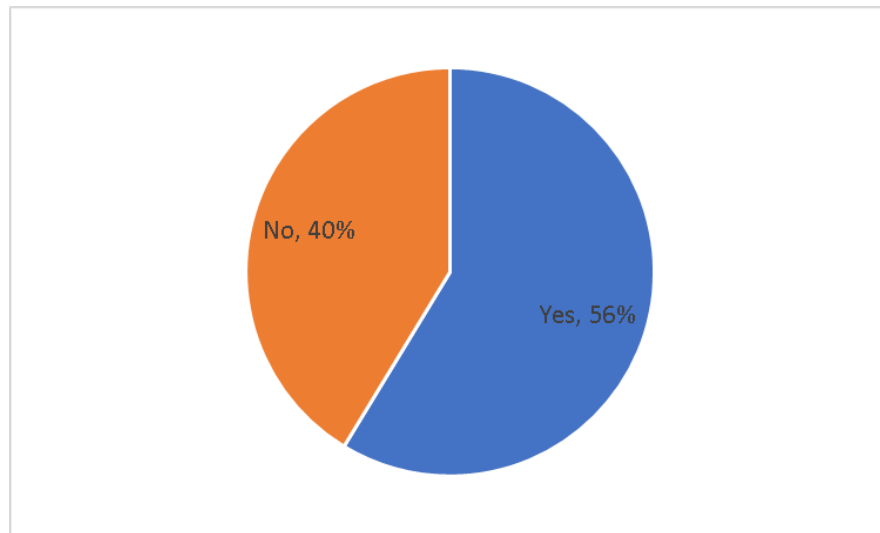
Table 3: Formal Requirements to Become a Member of the Partnership (n=47)

Commitments	%
Commit to specific goals	54%
Implement a program	44%
Participate on working sessions and / or events	31%
Communicate about the plan vision and objectives	19%
Commit financial resources	10%
Commit staff	10%
Build partnerships	6%

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5. Data Analysis

a. Drivers for organizations to partner and to remain partnering at Sustainable Montreal

As explained earlier, the first variable of analysis of this research are the drivers for organizations to join Sustainable Montreal, 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.

i. Drivers for joining Sustainable Montreal

The most valuable drivers for the organizations to join the Sustainable Montreal are shown in Table 4, while those that were identified as least valuable are presented in Table 5.

Table 4: Most Valuable Drivers for Organizations to Join Sustainable Montreal (n = 47)

Drivers	Average	SD[3]
Contributing positively to environmental challenges	1.11	0.43
Contributing positively to community sustainability	1.19	0.45
Contributing positively to the sustainability plan	1.38	0.71
Contributing to positively social challenges	1.38	0.71
Building new relationships	1.45	0.62

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[3] SD: Standard deviation

Table 5: Least Valuable Drivers for Organizations to Join Sustainable Montreal (n = 47)

Drivers	Average	SD
Reducing costs	3.02	1.41
Attracting new investors	2.98	1.39
Improving financial performance	2.91	1.36
Increasing physical resources	2.89	1.16
Making new businesses	2.72	1.31

Private sector

Regarding the private sector, the most valuable drivers for joining the partnership are presented in Table 6 and the least valuable ones are presented in Table 7.

Table 6: Most Valuable Drivers for Organizations from the Private Sector to Join Sustainable Montreal (n = 12)

Drivers	Average	SD
Contributing positively to community sustainability	1.17	0.39
Contributing positively to environmental challenges	1.17	0.58
Building new relationships	1.25	0.45
Sharing own experiences	1.67	0.65
Gaining knowledge/learning	1.75	0.75

Table 7: Least Valuable Drivers for Organizations from the Private Sector to Join Sustainable Montreal (n = 12)

Drivers	Average	SD
Increasing physical resources	3.33	1.30
Increasing financial resources	3.25	1.36
Funding opportunities	3.17	1.47
Improving financial performance	3.17	1.64
Attracting new investors	3.08	1.38

Civil society

On the other hand, the most valuable drivers for the organizations from civil society to join Sustainable Montreal are presented in Table 8, and the least valuable ones in Table 9.

Table 8: Most Valuable Drivers for Organizations from Civil Society to Join Sustainable Montreal (n = 19)

Drivers	Average	SD
Contributing positively to community sustainability	1.11	0.46
Contributing positively to environmental challenges	1.16	0.50
Contributing positively to the sustainability plan	1.21	0.54
Contributing positively to social challenges	1.32	0.58
Building new relationships	1.42	0.69

Table 9: Least Valuable Drivers for Organizations from Civil Society to Join Sustainable Montreal (n = 19)

Drivers	Average	SD
Reducing costs	3.32	1.06
Improving financial performance	3.16	0.96
Attracting new investors	2.84	1.34
Increasing physical resources	2.79	1.08
Improving physical processes	2.61	1.04

Public sector

Finally, the most valuable drivers for the organizations from the public sector to join Sustainable Montreal Plan are presented in Table 10, and the least valuable ones in Table 11.

Table 10: Most Valuable Drivers for Organizations from the Public Sector to Join Sustainable Montreal (n = 15)

Drivers	Average	SD
Contributing positively to environmental challenges	1.00	0.00
Contributing positively to social challenges	1.13	0.35
Improving the organization's sustainability	1.20	0.41
Improving reputation	1.27	0.46
Engaging with the community	1.27	0.46

Table 11: Least Valuable Drivers for Organizations from the Public Sector to Join Sustainable Montreal
(n = 15)

Drivers	Average	SD
Making new businesses	3.07	1.39
Attracting new investors	2.93	1.49
Developing new products/services	2.60	1.50
Reducing costs	2.53	1.55
Having access to new markets	2.53	0.99

ii.   Drivers for remaining partnering in Sustainable Montreal

When asked whether their current drivers to remain committed to the partnership are the same as those which drove them to join the partnership, 96% of the organizations responded that these have not changed, just with a small percentage of the private sector changing their drivers (Table 12).

Table 12: Are the current drivers to remain committed to Sustainable Montreal the same as those which drove organizations to join the partnership?

Category of Organizations	Yes	No
Business	92%	8%
Civil society	100%	0%
Public sector	100%	0%
All categories	96%	4%

b. Outcomes achieved as partners of Sustainable Montreal

The second variable analyzed are the outcomes achieved by organizations thanks to their engagement in Sustainable Montreal.

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 1 Part D shows the complete list of outcomes.

i. Outcomes for all the partner organizations

As can be seen from Table 13, the outcomes organizations valued the most are contributing positively to environmental challenges, to the sustainability plan, and to community sustainability. On the contrary, the least valued are attracting new investors, increasing financial and physical resources, and funding financial opportunities (Table 14).

Table 13: Most Valuable Outcomes for Organizations Partnering Sustainable Montreal (n = 39)

Outcomes	Average	SD
Contributing positively to environmental challenges	1.62	0.81
Contributing positively to the sustainability plan	1.74	0.79
Contributing positively to community sustainability	1.79	0.89
Networking	1.82	0.97
Building new relationships	1.87	0.92

Table 14: Least Valuable Drivers for Organizations Partnering Sustainable Montreal (n = 36)

Outcomes	Average	SD
Attracting new investors	3.36	1.25
Increasing financial resources	3.36	1.18
Increasing physical resources	3.30	1.10
Funding financial opportunities	3.29	1.25
Improving financial performance	3.28	1.26

Private sector

The most valued outcomes for the private sector are contributing positively to environmental challenges and to the sustainability plan (Table 15). The least valued are funding opportunities, attracting new investors, and increasing financial and physical resources (Table 16).

Table 15: Most Valuable Outcomes for Organizations from the Private Sector Partnering Sustainable Montreal (n = 10)

Outcomes	Average	SD
Contributing positively to environmental challenges	1.60	0.70
Contributing positively to the sustainability plan	1.90	0.99
Contributing positively to community sustainability	1.90	1.20
Networking	2.00	1.33
Innovation capacity	2.10	0.74

Table 16: Least Valuable Drivers for Organizations from the Private Sector Partnering Sustainable Montreal (n = 10)

Outcomes	Average	SD
Funding opportunities	3.80	1.32
Attracting new investors	3.80	1.32
Increasing financial resources	3.70	1.25
Increasing physical resources	3.60	1.26
Developing new products/services	3.50	1.35

Civil society

Similar to the results from all the organizations, the most valuable outcomes for organizations from the civil society category are contributing to the plan, to environmental and to social challenges (Table 17), while the least valued are increasing physical and financial resources, and reducing costs (Table 18).

Table 17: Most Valuable Outcomes for Organizations from the Civil Society Partnering Sustainable Montreal (n = 17)

Outcomes	Average	SD
Contributing positively to the sustainability plan	1.65	0.79
Contributing positively to environmental challenges	1.65	1.00
Contributing positively to social challenges	1.71	0.85
Contributing positively to community challenges	1.76	0.83
Networking	1.94	0.90

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Table 18: Least Valuable Drivers for Organizations from the Civil Society Partnering Sustainable Montreal (n = 17)

Outcomes	Average	SD
Increasing physical resources	3.44	1.09
Reducing costs	3.41	1.06
Increasing financial resources	3.35	1.11
Improving physical processes	3.29	1.21
Improving financial performance	3.29	1.16

Public sector

The most valuable outcomes for organizations from the public sector are building new relationships, networking, and contributing positively to environmental challenges (Table 19), whereas the least valued are attracting new investors, improving financial performance, and making new businesses (Table 20).

Table 19: Most Valuable Outcomes for Organizations from the Public Sector Partnering Sustainable Montreal (n = 12)

Outcomes	Average	SD
Building new relationships	1.50	0.67
Networking	1.50	0.67
Contributing positively to environmental challenges	1.58	0.67
Collaborating with others	1.58	0.67
Sharing own experiences	1.67	0.78

Table 20: Least Valuable Drivers for Organizations from the Public Sector Partnering Sustainable Montreal (n = 12)

Outcomes	Average	SD
Attracting new investors	3.25	1.14
Improving financial performance	3.08	1.24
Making new businesses	3.08	1.24
Increasing financial resources	3.08	1.24
Marketing opportunities	3.00	1.04

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 21, three initial questions were raised about the existence and implementation of structural features to meet the challenge of sustainability.

Table 21: New Structural Features from Engaging with Sustainable Montreal

	All Organizations		Private Sector		Civil Society		Public Sector	
	Yes	No	Yes	No	Yes	No	Yes	No
Existence of a structure to implement sustainability before joining the partnerships	63%	37%	75%	25%	61%	39%	56%	44%
	n=46		n=12		n=17		n=16	
Change of structure because of joining the partnership	7%	93%	0%	100%	0%	100%	22%	78%
	n=29		n=9		n=11		n=9	
Implementation of a structure as a result of joining the partnership	35%	65%	33%	67%	43%	57%	29%	71%
	n=17		n=3		n=7		n=7	

Data show that most of the organizations had implemented structures before joining Sustainable Montreal (63%), a result that is maintained throughout the three groups, the private sector (75%), civil society (61%), and the public sector (56%). Most of the organizations did not change their structure due to joining the partnership (93%), which all private organizations and those from the civil society did not do (100%), just as most of those from public sector (78%). Finally, more than two out of three organizations did not implement structures after having joined the partnership (65%), while just 33% of those from the private sector did, 43% of those from the civil society, and less than one out of three from the public sector (29%).

i. *Structural features*

Finally, this study concerns the structural features of organizations for contributing to the sustainability of Bristol.

Figure 8 shows the percentages of organizations implementing certain structural features. The most implemented features are the implementation of plans, and building partnerships with other organizations, followed by the implementation of policies, reporting, and monitoring & controlling practices. Figure 9 shows features from organizations from the private sector, Figure 10 those from civil society, and Figure 11 organizations from the public sector.

Figure 8: Percentage of Organizations Implementing Structural Features
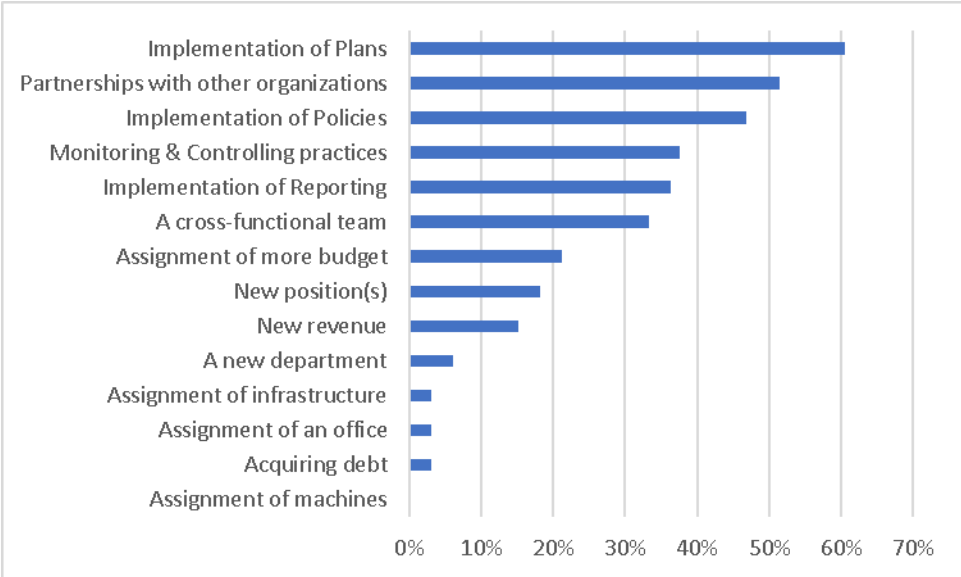
Figure 9: Percentage of Organizations from the Private Sector Implementing Structural Features

Figure 10: Percentage of Organizations from the Civil Society Implementing Structural Features

Figure 11: Percentage of Organizations from the Public Sector Implementing Structural Features
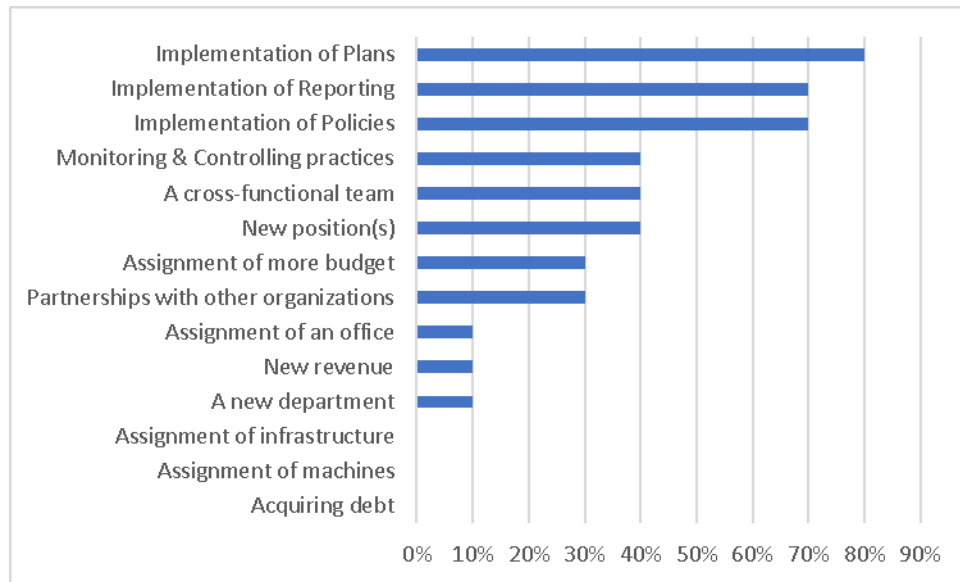
6. Conclusions

Comparatively analysing the data regarding the drivers to join Sustainable Montreal, the drivers to remain partnering, the outcomes, and the organizational structures to implement sustainability, the following can be concluded:

a. Drivers

With respect to the drivers for organizations to engage in Sustainable Montreal, the main reasons are contributing positively to environmental challenges, to the sustainability of the community, the plan, and to social challenges. Additionally, to these community-focused drivers, organizations also join the partnership to build new relationships.

Organizations from the private sector are driven by similar reasons, namely contributing to the sustainability of the community and to environmental challenges. However, it is also important for them to build new relationships, share their own experiences, and gain knowledge and learning. Contributing

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positively to community sustainability and to environmental challenges are also important drivers for organizations from the civil society. Just like the sustainability plan, contributing to address social challenges and building new relationships. Finally, organizations from the public sector, while valuing the contributions they can make to environmental and social challenges, are also driven by improving their own sustainability and reputation, as well as engaging with the community.

Conversely, drivers such as reducing costs, attracting new investors, and improving financial performance and increasing physical resources are the least valued drivers for organizations to join the partnership. Organizations from the private sector are less driven by increasing physical and financial resources, those from the civil society by reducing costs, improving financial performance and attracting new investors, and public organizations by making new businesses, attracting investors and developing new products or services.

Overall, most of the organizations declare being driven by the same drivers to remain partnering to what drove them to join Sustainable Montreal in the first place.

b. Outcomes

With respect to outcomes, the following can be concluded. Organizations have declared that contributing positively to environmental challenges, to the sustainability plan, and to community sustainability are the most valued outcomes. They have also valued highly networking and building new relationships. For organizations from the private sector, the most valuable outcomes are again contributing to environmental challenges, to the plan and to the sustainability of the community, while also networking and developing innovation capacity. Below the main three outcomes mentioned earlier, organizations from the civil society value contributing to social challenges, and networking. For public organizations building new relationships, networking and contributing to environmental challenges are the most valuable outcomes, followed by collaborating with others, and sharing their own experiences.

On the contrary, attracting new investors, increasing financial and physical resources, funding opportunities, and improving financial performance are the least valued outcomes. Likewise, organizations from the private sector claim that funding opportunities, attracting new investors, and increasing financial and physical resources are the least valuable outcomes. Those from the civil society

value increasing physical resources, reducing costs, and increasing financial resources the least, while public organizations poorly value attracting new investors, improving their financial performance, and making new businesses.

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 have encouraged organizations to join the partnership have been achieved as outcomes. However, this does not happen specifically when organizations are broken down into categories. Organizations from the private sector have achieved two out of the main drivers to join Sustainable Montreal. Among the drivers not achieved are building new relationships, sharing their own experiences, and gaining knowledge and learning. Similarly, public organizations have achieved only contributing to environmental challenges. On the contrary, organizations from the civil society have achieved the majority of their most valuable drivers (80%), only not building new relationships. As the largest group (54%), they influence the overall conclusions.

d. Organizational structures

Regarding organizational structures to address the challenge of sustainability, most of the organizations had a structure before joining the partnership, especially those from the private sector (75%), which mostly 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 the implementation of plans, partnering with other organizations, and implementing policies. In particular, private organizations have implemented monitoring and controlling practices, and those from the public sector have implemented reporting on top of those mentioned above. Civil society organizations partner with other organizations, implementing plans as well. On the other hand, the least implemented structural features are the assignment of machines, acquiring debt, having an office, infrastructure, or a new department, as well as acquiring new revenue. These proved similar among all organizations.

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7. 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.

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10. Appendix

Survey
Part A: The partner organization

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

Q1. Please type the name of your organization

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

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

Other:	

Q2: Do you confirm the participation of the organization you represent on the Montréal Community Sustainable Plan?

- 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
- 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 If your organization is a Business, please select the one that corresponds 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

Please type the number of members:	
Other:	

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

- University
- College
- School
- Childcare

Other:	

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 Plan 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 to become 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 plan vision and objectives
- Commit financial resources
- Commit staff
- Build partnerships

Other:	

Q7: Does your organization have a main contact that permanently represents your organization?

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

Q7.1: What is their position in your organization?

Only complete if the main Plan contact is different from you as the one responding the survey

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

Other:	

Q7.1.1: Which department does the main contact for the Plan 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 plan

Q8: Drivers for your organization to become a partner

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

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					

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					

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

Q8.3: Organizational Capital

	No value	Little value	Neutral	Some Value	Very valuable
Improving the sustainability of your organization					
Innovation 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 relationship with authorities					
Improving relationship with NGOs					

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

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 that led your organization to become a partner the same as those driving your organization to remain a partner?

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

Q9.1: Drivers for your organization to remain a partner

What value does your organization currently assign to the following drivers for remaining in the Plan?

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					

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					

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					
Innovation 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 relationship with authorities					
Improving relationship with NGOs					

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's implementation structure

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

Q10: Before joining Montréal Community Sustainable Plan, 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 Plan?

- 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 once joining the Plan?

- 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 having joined and remained a partner of the Plan)

Q12. As a result of remaining a partner of the Plan, 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					

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					

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					
Innovation 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 relationship with authorities					
Improving relationship with NGOs					

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					

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Increasing financial resources					

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

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 indicate the main negative outcomes