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From Silos to Synergies: Transforming Community Safety Through Multi-Disciplinary Partnerships



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**FINAL REPORT TO THE
CSKA MEMBER CHIEFS**

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About CSKA

The **Community Safety Knowledge Alliance (CSKA)** is a Canadian non-profit applied research organization dedicated to supporting leaders in policing, public health, and human services. We focus on developing, implementing and assessing innovative strategies to enhance community safety and well-being service delivery and outcomes.

Independence and objectivity are central to CSKA's identity. Our success is continuously built on upholding these values and having respectful relationships with clients and stakeholders. This approach enables us to maintain a professional balance between independent, evidence-based perspectives and effective collaboration.

For more information on CSKA, please visit www.cskacanada.ca or contact Shannon Fraser-Hansen, Manager at (306) 917-7556 or by email: sfraserhansen@cskacanada.ca

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Executive Summary

This report provides a comprehensive analysis of multi-disciplinary partnerships as a crucial strategy for improving community safety in Canada. Faced with complex social issues beyond any single agency's scope, many police services are balancing traditional siloed operations with collaborative, integrated community safety models. This research examines the key enablers and barriers to establishing trust-based, sustainable partnerships. Using a mixed-methods approach - combining an extensive literature review with a validated survey of two multi-agency collaboratives - the study offers an evidence-based framework for building and sustaining effective cross-sector partnerships.

The findings reveal a central paradox: the surveyed partnerships exhibit exceptional internal strengths, characterized by high levels of trust in leadership, robust collaborative processes, and a shared commitment to innovative problem-solving. Over 80% of participants reported profound satisfaction with decision-making and the ability to achieve a greater collective impact. This internal cohesion validates the core tenets of successful collaboration identified in the literature: a shared vision, sound governance, and clear roles.

However, these internal merits are significantly undermined by critical external vulnerabilities. The most acute challenge is the reliance on unstable, short-term funding, which inhibits long-range planning and threatens sustainability. This is compounded by identified weaknesses in external communication strategies and a need for deeper engagement with target populations. Furthermore, a significant portion of participants cited the burden of balancing partnership duties with their primary job responsibilities, highlighting a systemic strain that risks eroding long-term commitment.

This report concludes that for multistakeholder partnerships to transition from promising initiatives to enduring pillars of community safety, they must evolve from informal "Communities of Interest" into resilient, formalized structures. To achieve this, the following strategic recommendations are proposed:

1. **Formalize Partnership Structures:** Transition toward "Partnerships of Necessity" through legislated mandates or statutory frameworks to institutionalize accountability, clarify roles, and ensure continuity beyond individual leaders or funding cycles.
2. **Secure Sustainable Funding:** Implement stable, joint funding mechanisms such as pooled funds or multi-year grants to stabilize operations and enable strategic, long-term planning.
3. **Leverage Technology:** Adopt integrated digital platforms to streamline data sharing, enhance inter-agency communication, and support evidence-informed decision-making, while adhering to stringent privacy protocols.
4. **Embed Critical Success Factors:** Institutionalize shared metrics, transparent governance, structured onboarding, and robust communication routines to transform episodic collaboration into a durable, high-functioning system.

By addressing these strategic imperatives, police and partner organizations can build the requisite capacity to move from silos to synergies, fostering partnerships that not only respond effectively to acute risks but also contribute to the long-term well-being and resilience of the communities they serve. This research provides a clear roadmap for embedding collaborative practice into the very DNA of Canadian public safety organizations.

Introduction

In Canada, the drive for integrated, multi-disciplinary approaches to enhance community safety and wellbeing is gaining traction. Initiatives such as mobile crisis teams and Situation Tables exemplify how police, public health, education, and community agencies can collaborate and partner effectively toward common goals. However, the success of these partnerships is often not embedded within the organization's DNA; instead, they are often treated as isolated, one-off efforts.

As we transition into an era of community safety largely defined by collaborative strategies, it is crucial for organizations and their personnel to develop the capacities and skillsets to cultivate and sustain effective partnerships, sometimes with non-traditional allies. This challenge is not new. For example, the 2014 report by the Council of Canadian Academies, *Policing Canada in the 21st Century*, emphasized that improving community safety requires coordinated multi-disciplinary strategies and collaboration. The report also highlighted the evolving role of police, which may range from leadership to supportive participation or even deferring to other agencies better positioned to respond (Council of Canadian Academies, 2014: xi)

For many police officers, whose training and professional culture often emphasize the need to 'take charge' and assert control, adapting to the wide array of roles demanded in today's complex policing environment can be particularly challenging. The traditional command-and-control model does not always align easily with the collaborative, flexible approaches now required to address a range of social and public safety issues. This difficulty is often apparent even when different police agencies are required to work together, as was starkly highlighted during the Mass Casualty Commission of Inquiry into the tragic mass murders that occurred in Nova Scotia in April 2020. The inquiry revealed just how formidable the obstacles to effective inter-agency cooperation can be, exposing gaps in communication, coordination, and mutual trust among law enforcement organizations (Mass Casualty Commission, 2023 - Executive Summary: 241-243; 275-6).

Given these well-documented challenges in fostering collaboration within the policing community itself, it is not difficult to imagine that working in partnership with external, civilian-led agencies, many of which may have fundamentally different mandates, operating procedures, and organizational cultures, presents an even more complex set of difficulties. Civilian partners often include not only traditional support agencies, such as social services or health care providers, but also non-traditional actors who may not have previous experience working closely with the police. Building effective, respectful partnerships in such circumstances requires officers to step outside their conventional roles, develop new skills in communication and negotiation, and find ways to integrate diverse perspectives and expertise. This represents a significant cultural and operational shift, illustrating why collaboration in the contemporary public safety landscape is both a pressing necessity and an ongoing challenge for police organizations. By learning from past experiences and prioritizing partnerships/collaboration, we can create a more integrated approach that addresses immediate issues and promotes long-term community wellbeing.

Objectives

It is against this backdrop that the CSKA member chiefs directed that this research be undertaken, aiming to address two critical questions:

1. *What strategies does the evidence show can successfully foster trust-based, sustainable partnerships, and how can organizations best develop related capacities and capabilities?*
2. *What systems, policies, procedures, and cultural elements typically act as barriers to effective partnerships, and how can these challenges be overcome?*

The primary deliverable of this project is this comprehensive report, featuring actionable recommendations that can be implemented across all organizations. Additionally, this report will be refined into a manuscript for publication in the *Journal of Community Safety and Wellbeing*.

Organization of the Report

The report is organized as follows:

Part 1 – Introduction provides the background, objectives and methodology for the review.

Part 2 - Summary of Findings and provides a synopsis of key points and conclusions from the literature review, survey and consultations.

Part 3 – Analysis, Conclusions, and Recommendations provide in-depth assessments of the information and data gathered over the course of the research, as well as the conclusions and recommendations that flow from them.

Part 4 closes the report with a summary of all recommendations.

Appendices: Appendix A - Full Literature Review; Appendix B - Survey Questionnaire

Methodology & Approach

The research employed a mixed method: a review of the relevant literature on cross- and multi-disciplinary partnerships, focusing on Canadian, US and UK sources. This was augmented by the administration of a well-established, reliable and valid survey in two multi-agency partnerships. The *Partnership Self-Assessment Tool (PSAT)*, developed by the Center for the Advancement of Collaborative Strategies in Health (2002) was deployed. The PSAT is a validated questionnaire designed specifically for assessing internal partnerships, with a focus on the critical concept of *partnership synergy*, the added value generated when diverse partners work together effectively.

The instrument consists of 67 questions organized into 10 thematic sections, including leadership, efficiency, decision-making, administration and management, resources, benefits and drawbacks of participation, and overall satisfaction. By capturing perspectives across these dimensions, the tool provides a nuanced picture of both the strengths and areas for improvement within a partnership. Importantly, the PSAT brings methodological rigour to partnership evaluation, as its reliability and validity have been established through extensive testing with more than 800 participants across 63 partnerships. In practice, the tool not only measures current performance but also guides organizations

in identifying actionable strategies to strengthen collaboration, align resources, and enhance long-term impact.

Participation in the survey was voluntary; however, both teams' passion for their work resulted in good participation. The results of the survey were presented to the leadership teams of both groups, and a discussion was held.

Summary of Findings

This section of the report will unfold in a deliberate, structured sequence designed to provide both a scholarly and applied understanding of multistakeholder partnerships. We begin with a focused literature review, situating the concept of collaborative governance within the broader field of policing and public safety, and drawing on established theoretical and empirical insights.

Building on this foundation, we then turn to the application of the Partnership Self-Assessment Tool survey, highlighting how its findings illuminate the strengths and weaknesses of current partnership dynamics. This is followed by a synthesis of insights derived from stakeholder conversations, capturing the lived experiences and practical considerations of those engaged in these partnerships.

The section culminates with our comprehensive analysis, integrating the various evidence gathered into an overarching assessment of effectiveness, challenges, and future opportunities.

Literature Review

In Canada, much of everyday policing involves addressing social issues rather than traditional crime. These challenges often overlap with the mandates of public health and human service agencies, making them complex and adaptive. Tackling one aspect in isolation rarely leads to meaningful improvements unless concurrent changes occur across interconnected areas.

There is growing recognition that integrated, multi-disciplinary approaches are essential. Organizations focusing narrowly on their own perspectives often find their efforts ineffective or counterproductive (Alfarardi & Taylor, 2022). Community safety requires collaborative, multi-agency efforts (Stevens, 2013; Gray, 2015; Stanley, 2018). Multisectoral partnerships have been identified as foundational to addressing persistent social problems (Stanley, 2018). For example, the UK's Care Act (2014) mandates local authorities to lead such partnerships to safeguard their communities (Ball et al., 2024).

In an era of increasing societal complexity, multisectoral partnerships, spanning public, private, nonprofit, and community sectors, have emerged as key approaches to systemic challenges (Easter, et al., 2023). By integrating diverse expertise, resources and perspectives, these partnerships can develop sustainable, impactful solutions to complex issues in fields such as public health, law enforcement, social services, and community development.

Despite their potential, these collaborations face challenges, including data sharing, staff retention, power imbalances, and funding instability. While substantial literature addresses core elements of success and strategies to overcome challenges, gaps remain around trust building, equity, technology integration, and cultural alignment. Furthermore, sustained multisectoral partnerships for long-term safety and well-being improvements are understudied (Ball, E.J. et al., 2024).

Notable Case Illustrations

Comparative insights from applied cases from the literature reviewed:

- **Slough Violence and Mentoring Action Plan (VMAP):** While some organizational advantages were observed, primary violence-reduction outcomes were not achieved. This case underscores the need for robust governance and longitudinal assessment to ensure that partnerships remain accountable and outcome-focused.
- **Safer Sandwell Partnership:** Demonstrated a successful evolution from a *community of interest*, initially formed around shared goals, to a *partnership of necessity* with formal governance and dedicated resources. Its resilience amid political and structural changes illustrates the adaptive potential of well-governed collaborations.
- **Communities of Interest vs. Partnerships of Necessity:** Communities of interest often emerge organically from shared values or concerns, relying on informal engagement and voluntary participation. These can generate innovation and enthusiasm but may struggle to sustain momentum without institutional support. By contrast, partnerships of necessity typically arise from statutory mandates or urgent community needs. They feature clearer accountability, formalized governance, and stable funding, factors that strengthen durability but can also introduce bureaucratic complexity. Understanding how informal collaborations evolve into formalized, legislated partnerships is essential for designing adaptive and enduring community safety frameworks capable of achieving systemic change.

This literature review, summarized below and fully referenced in Appendix B, identified key enablers, persistent challenges, and practical strategies to improve partnership effectiveness and sustainability. Since many policing and community safety outcomes depend on cross-sector collaboration beyond traditional law enforcement, integrated, multi-disciplinary approaches are increasingly recognized as essential.

Core findings from the literature include:

Interdependence and Shared Purpose: Partnerships succeed when aligned around a clear common vision and measurable outcomes (e.g., reduced recidivism, improved public health).

Sound Governance: Equitable and transparent governance structures that balance efficiency with inclusivity promote durability and legitimacy.

Defined Roles and Onboarding: Well-defined roles, upfront agreements, and formalized processes reduce ambiguity and accelerate effective collaboration.

Communication and Transparency: Open channels and regular information sharing build trust and facilitate coordinated action.

Resource Stability: Long-term, predictable funding and equitable resource sharing underpin continuity and staff retention, whereas short funding cycles undermine progress.

Cultural Alignment: Differences in organizational cultures and incentives require proactive management through adaptive leadership and alignment efforts.

Data and Privacy: Effective data sharing depends on sound governance that protects privacy and promotes intra-partnership trust.

Leadership and Adaptability: Adaptive leadership capable of navigating complexity and change strengthens resilience and positive outcomes.

Partnership Survey

Two multi-agency partnerships in the community safety and well-being sector participated in this research survey. One of the two Canadian collaboratives, both Hub/Situation Tables, is in a mid-sized Ontario city and the other in a major city in western Canada. Both exemplify collaborative, multi-sectoral approaches to risk-driven intervention. These partnerships unite diverse human services to rapidly address clients facing acutely elevated risks to their own or others' safety or well-being. Their approaches centre on a disciplined process of risk identification, careful information sharing on a 'need to know' basis, and timely coordinated interventions to mitigate risks.

The survey instrument was adapted from the *Partnership Self-Assessment Tool*, developed in 2002 by the Center for the Advancement of Collaborative Strategies in Health (<http://partnershiptool.net>). This tool has been evaluated for reliability and validity by McMaster University. The survey questionnaire is included in Appendix B.

Combining perceptual (opinion-based) and factual (operation-based) questions, the survey examines ten (10) themes critical to assessing the health and sustainability of a partnership entity. These themes comprehensively address both internal functioning and external outcomes needed for partnership sustainability.

Regular use of this tool helps leadership allocate resources strategically to sustain partnerships and activities aligned with organizational goals, thereby enhancing its ability to achieve its mission. A summary of each key theme follows below.

1. Synergy

Five questions assess the partnership's ability to combine diverse skills, perspectives, and resources to create added value. They explore how effectively partners pool knowledge and skills; develop creative solutions; achieve outcomes beyond individual capacity; and, enhance overall performance.

2. Leadership

Five questions assess leadership quality, support, and inclusivity. Topics include leadership effectiveness, support for collaboration, inclusive decision-making, and empowerment of members to contribute and lead.

3. Administration and Management

Three questions examine the structures enabling the partnership's work, including: administrative systems; collaborative management practices; and the availability of staff support, policies, and communication tools.

4. Decision Making

Three (3) questions focus on decision-making processes - clarity, fairness, transparency, opportunities for partner participation; and, overall satisfaction with the process.

5. Efficiency

Six questions gauge resource (time, money, people) use efficiency with emphasis on: resource allocation; minimizing wasted effort; and, partners' perceptions of efficiency.

6. Financial and Other Capital Resources

Five questions explore funding adequacy, the quality and sufficiency of facilities; and, access to necessary materials and resources.

7. Non-financial Resources

Three questions focus on in-kind contributions such as: information and data sharing; training; technical assistance; and, staff time from member organizations.

8. Benefits of Participation

Two questions assess perceived value from participation, including: gaining new knowledge; enhanced organizational capability; and, improved service delivery or impact.

9. Drawbacks of Participation

The six questions focus on challenges experienced by partners, such as: opportunity costs; time demands; conflicts or duplication of effort; and, any negative consequences of involvement

10. Satisfaction with Participation

These five questions focus on participants' overall satisfaction concerning: personal and organizational experience within the partnership; satisfaction with outcomes; and, continued motivation and commitment to participate.

To ensure methodological rigour and promote stakeholder trust, the survey followed a structured, collaborative process. Before distribution, meetings with each organization's leadership team outlined the study objectives, the benefits of participation, and ethical considerations. This engagement secured organizational buy-in and generated valuable feedback to improve the survey's design and implementation.

The survey was administered online over two weeks per organization, with one extension granted to accommodate the impact of summer holidays. Confidentiality was strictly safeguarded throughout the process: responses were anonymized, data aggregated to prevent attribution, and reports focused on collective trends. Following the analysis, results were shared with each partnership group in separate sessions, allowing for dialogue and contextual interpretation. Each organization received the overall research report along with its specific survey findings, establishing a baseline for future surveys to track partnership maturity over time.

2.4 Survey Findings

The survey reveals that the partnerships operate from positions of notable strength, with participants expressing overwhelmingly positive sentiment and strong recognition of the benefits of collaboration. The findings were developed by synthesizing the survey results from both participating organizations and identifying the overarching themes that emerged from the combined data set.

Partners consistently reported high satisfaction, emphasizing that the partnership has enabled them to achieve greater collective impact than individual efforts alone. Common themes included strong trust in leadership, confidence in decision-making, and a supportive, collaborative environment, indicating well-functioning internal structures. However, the findings point to several strategic vulnerabilities,

particularly in financial resource acquisition, external communications, and engagement with target populations. These must be addressed to ensure long-term sustainability.

Collaborative Strengths and Problem-Solving Capacity

The partnership demonstrates exceptional capacity for innovation, problem-solving, and collaborative engagement. Over 80% of participants indicated that the group excels in fostering creativity, developing new solutions, and carrying out comprehensive activities that draw on the diverse perspectives, skills, and resources of its members. The most highly rated attribute was the ability to encourage creativity and different ways of thinking (82%), followed closely by identifying new and innovative approaches to problem-solving (82%). These results confirm that the partnership is more than the sum of its parts: its collaborative structure allows it to integrate contributions across agencies in ways that individual organizations could not achieve in isolation.

Community Engagement and Responsiveness

The survey indicates that the partnership is strongly attuned to community priorities. Approximately 73% of participants reported that the partnership includes the views of affected populations in its planning, while 75% indicated confidence in the strategies being implemented at the community level. Nearly 69% felt the partnership effectively addresses community needs. However, the findings reveal a need to strengthen external communications. One-quarter of respondents rated community communications as only “somewhat well” executed, while 33% were unaware of how external communication was coordinated. This suggests inconsistent visibility and messaging, which could affect public trust and accountability.

Leadership and Internal Dynamics

Leadership and governance stand out as key strengths of the partnership. Over 88% of participants are comfortable with the decision-making processes, while over 80% feel conflicts are well managed and decisions have broad support.

Nearly 77% indicate that the partnership empowers those involved, and 70% agree that the vision is clearly communicated. These findings reflect a leadership style that balances authority with inclusivity, reinforcing trust and a strong commitment to collective goals. Nonetheless, some variation in views on accountability suggests that clearer definitions of responsibility for partnership outcomes would be beneficial in strengthening governance.

Resource Utilization and Gaps

The partnership makes excellent use of its non-financial resources such as legitimacy, credibility, and data – with nearly 89% of respondents affirmed strong legitimacy, and 78% reported adequate access to data and information.

However, financial resources remain a critical weakness: fewer than half believe funding is sufficient, and only 11% indicate that it fully meets needs. Additionally, only 37% consider the partnership well-connected to target populations, and over one-third are uncertain about its ability to engage external stakeholders. These findings highlight key gaps in financial sustainability and external engagement, despite effective management of its limited resources.

Benefits of Participation

Participation is widely seen as highly beneficial both personally and professionally. All respondents reported establishing valuable relationships and meaningful community contributions. Over 96%

asserted that their involvement enabled greater collective impact, while 92% acquired useful knowledge, and nearly 89% improved their ability to meet constituency needs. The main weakness was in securing additional financial support, reported by 38% of respondents. Nonetheless, 96% felt the benefits of participation far outweighed any drawbacks, underscoring the overall value of involvement.

Drawbacks and Participation Challenges

Negative experiences were uncommon, but workload conflicts emerged as a notable concern. More than half reported that partnership duties conflicted with their substantive job responsibilities, and nearly 46% noted diversion of time and resources from other priorities. Issues such as lack of recognition, limited influence, or interpersonal frustrations were rare. However, the level of job-role conflict is concerning, and poses a risk to long-term engagement, particularly for those already balancing competing demands.

Overall Satisfaction and Implementation Gaps

Overall satisfaction is high across individual roles and collective planning and execution. Approximately 85% of respondents are satisfied with their role and the partnership's plan, while 81% feel they have influence in decision-making. Slightly lower ratings were observed for satisfaction with implementation (77%), suggesting that the partnership excels more in planning than in executing plans. This presents an opportunity to improve strategies for translating goals into action.

Key Takeaways and Strategic Priorities

Five overarching insights emerge from the findings.

- First, the partnership benefits from strong collaboration and leadership, enabling effective solution-finding, goal setting, and implementation.
- Second, partner satisfaction and perceived benefits are high, fostering commitment to the partnership's mission.
- Third, financial sustainability is the primary vulnerability, requiring a deliberate strategy for stable funding.
- Fourth, external communication and engagement with target populations need enhancement to drive legitimacy, visibility, and community impact.
- Finally, workload conflicts pose a risk to long-term sustainability and should be addressed through clearer role definitions, balanced workloads, and possibly adjusted time commitments.

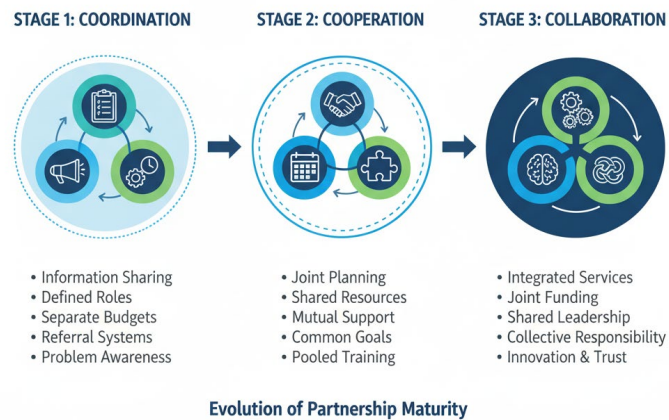
Overall, the survey confirms that the partnership is a highly functional and respected collaborative body with substantial collective impact potential. By strengthening resource stability, external communication, and workload management, the partnership can evolve into a resilient, enduring, and transformative model of multi-agency collaboration.

Analysis and Conclusions

This section synthesizes survey findings with the literature review. This research clearly demonstrates that multistakeholder partnerships provide immense value, reflected in strong internal cohesion and collaborative capacity. Yet, they face a central paradox: while internal governance and shared vision are robust, the partnership is challenged by resource instability, strategic communication gaps, and participant burden risks - which manifest not as overt conflict but as a significant diversion of time and resources, a drawback acknowledged by 44% of respondents.

Effective partnership maturity requires ongoing attention to these challenges through lifecycle management, continuous learning, and deliberate capacity-building in adaptive leadership and trust cultivation. The specialized skill set needed to sustain such collaboration must be actively developed within partner organizations.

MULTI-AGENCY PARTNERSHIP STAGES



Aligned Findings: Connecting Survey Data to Academic Literature

The empirical data from the survey provide a powerful validation of the theoretical frameworks presented in the literature review, illustrating a direct and compelling alignment between established academic principles and the lived experience of the partnerships.

Internal Strengths: Effective Governance and Shared Vision

The literature consistently identifies effective governance, well-defined roles, and a unifying shared vision as cornerstones of successful multisectoral partnerships. These elements build trust, reduce conflict, and align partners toward common goals. Survey results strongly confirm that the partnerships excel in these internal domains, reflecting a high level of operational maturity and satisfaction.

- **80%** of respondents report being "Extremely" or "Very comfortable" with decision-making processes, indicating high trust and perceived procedural justice.
- This is reinforced by the finding that over **91%** support partnership decisions "All" or "Most of the time".
- Over **85%** report that the partnership performs "Extremely well" or "Very well" at identifying new and creative ways to solve problems, demonstrating a strong, collaborative problem-solving culture.

External Vulnerabilities: Funding Instability and Resource Disparity

Contrasting internal strengths, survey data highlight key vulnerabilities aligned with the literature: unstable short-term funding and significant resource shortages threaten partnership sustainability. These challenges can cause disengagement and undermine long-term planning. The survey data reveal this as the partnership's most significant weakness.

- A majority of respondents (**53%**) reported **no success** in securing additional financial support.
- Uncertainty and a potential lack of transparency regarding finances are apparent: **37%** responded "Don't know" regarding funding adequacy, and **44%** were unsure about the partnership's capacity to apply for and manage grants.

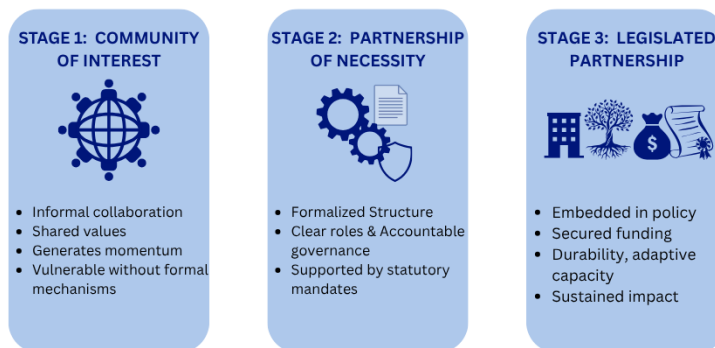
Internal Pressures: Participant Burden

The literature identifies high participant turnover as a major barrier that disrupts continuity and erodes institutional knowledge, often driven by the personal costs of involvement. While the survey did not measure turnover directly, it identified its primary precursor: participant burden.

- **44%** of respondents cited the diversion of time and resources away from other priorities as a key issue, underscoring the strain of balancing partnership duties with primary job responsibilities.

The future success of multisectoral partnerships depends on purposeful transitions toward formalized, legislated partnerships of necessity - anchored by secure funding, statutory mandates, and inclusive governance.

MULTI-SECTORAL PARTNERSHIPS: PATHWAY TO RESILIENCE



 Evolution towards Resilience

The evolving landscape demands adaptive leadership, transparent communication, and strategic engagement with target populations to enhance legitimacy and collective impact.

Recommendations

The following recommendations address vulnerabilities while leveraging strengths, emphasizing sustainability, inclusivity, and measurable impact. Combined, they provide key elements for a clear, evidence-based roadmap to strengthen multisectoral community safety partnerships.

1. Formalize Partnership Structure

Strong consideration should be given to transitioning essential partnerships currently of the “Community of Interest,” type into legislated “Partnerships of Necessity” ones, to clarify roles, institutionalize accountability, and insulate the partnership from external shocks and volatility.

While community-driven collaborations can ignite innovation and engagement, sustained impact requires the structured governance and accountability found in formalized partnerships. The evolution from communities of interest to partnerships of necessity underscores the importance of designing adaptable, well-governed models capable of enduring external pressures and achieving lasting systemic change.

2. Implement Sustainable Pooled Funding Models

Adopt innovative, stable financing such as pooled funds, multi-year grants, and social impact bonds (SIBs), to stabilize operational resources, enable informed long-term planning, and enhance resilience during periods of fiscal constraint.

Framing this as risk-management investments can yield significant returns by reducing turnover, absenteeism, disability claims, and litigation.

3. Leverage Technology for Communication and Data Sharing

Deploy centralized digital platforms, shared dashboards, and interoperable data systems, underpinned by strong privacy safeguards, to streamline communication, enhance transparency, accountability, support evidence-informed decision-making, and enhance service delivery.

4. Embed Critical Success Factors Systematically

Institutionalize shared vision and measurable outcomes, effective governance and accountability, defined roles with structured onboarding processes, together with robust, routine communication (e.g., regular meetings, escalation protocols, and real-time dashboards) to reinforce trust and ensure sustained collaboration and impact.

5. Proactively Manage Participant Engagement and Workloads

Clarify expectations, balance workloads, and provide organizational support to reduce employee burden and prevent disengagement.

6. Establish Ongoing Partnership Health Monitoring and Evaluation

Regularly deploy tools such as the Partnership Self-Assessment Tool, and conduct formal evaluations to monitor progress, identify gaps, and practice continuous improvement.

7. Enhance External Engagement and Public Accountability

Develop strategies to involve and communicate with affected communities and stakeholders, to enhance partnership legitimacy and its impact.

8. Develop Adaptive Leadership and Trust

Invest in leadership development that is flexible and context-sensitive, and focused on strategies to build, maintain and repair trust across a diverse set of partners.

9. Advocate for Policy and Legislative Change

Work with policymakers toward enabling legislation and policies that can mandate specific and necessary inter- and multi-agency partnerships.

10. Broader Application of the Survey Instrument Across the CSWB Partnership Context

Given its demonstrated utility, the survey instrument is highly recommended for broader use within the Canadian Community Safety and Wellbeing (CSWB) partnership context, serving as a diagnostic tool for agencies looking to enhance existing collaborations or identify and resolve specific challenges. Together, these strategies provide a pragmatic, evidence-based framework to ensure partnerships remain resilient, effective, and capable of generating sustained impact.

Gaps and Avenues for Future Research

Further inquiry is required to refine best practices and inform policy development:

- Longitudinal evaluations to assess durable impacts on community safety and wellbeing.
- Mechanisms for building and repairing trust after organizational or relational setbacks.
- Inclusive participation models and equity-focused decision-making frameworks.
- Best practices for technology integration, data governance, and privacy protection.
- Strategies for cultural alignment across divergent organizational norms.
- Comparative analyses of legislated versus voluntary partnerships to identify conditions of success.

Impact of Recommendations

The recommendations outlined above are designed not only to address immediate challenges but to bring about lasting, systemic improvements in the effectiveness, resilience, and reach of multisectoral partnerships in community safety and well-being.

Tangible Partnership Improvements

The application of tools like the Partnership Self-Assessment Tool, validated for reliability and ease of use, has enabled participating organizations to generate actionable insights.

The evidence suggests that integrating these findings into strategic plans will start to improve critical domains such as governance clarity, communication effectiveness, and resource management. Over time, these improvements are expected to result in:

- Enhanced operational sustainability marked by reduced participant turnover and burnout.
- More coordinated service delivery through better inter-agency data sharing.
- Clearer decision-making increasing partner confidence and engagement.

Long-Term Systemic Benefits

Implementation of these recommendations supports the development of robust, legislated partnerships that can withstand external shocks such as funding fluctuations and leadership changes. As these partnerships mature, they will:

- Strengthen community safety and well-being infrastructure by embedding accountability and transparency.
- Foster public trust through consistent, visible communication and inclusive engagement of target populations.
- Create an adaptable framework capable of responding to evolving community risks and complexities.

Ongoing Monitoring and Adaptive Management

The recommendations promote regular use of validated assessment instruments like the PSAT to monitor partnership health dynamically. This includes:

- Establishing clear indicators tied to governance, financial stability, partnership equity, participant workload, and community engagement.
- Embedding evaluation cycles into governance models to enable continuous improvement and responsiveness.
- Utilizing both quantitative metrics and qualitative feedback to obtain a comprehensive view of partnership performance.

Capacity Building as a Cornerstone

Recognizing that sustained impact requires skilled leadership and engaged partners, the recommendations emphasize investing in:

- Adaptive leadership development to navigate complex interagency environments.
- Training and supports to help front-line partners balance partnership responsibilities with primary roles.
- Strategies for building and repairing trust, preventing conflict escalation, and encouraging equitable participation.

Strategic Roadmap for Resilience

A clear developmental trajectory - from informal Communities of Interest to formalized, legislated Partnerships of Necessity - is central to building organizational resilience. The roadmap articulated through these recommendations provides a strategic vision, showing how enabling legislation, pooled funding models, and strong governance can collectively transform collaborative efforts into enduring institutions.

Policy and Funding Advocacy

Given the chronic vulnerability around short-term, uncertain funding:

- The shift toward multi-year, pooled funding and social impact investment models is anticipated to provide the financial continuity essential for long-term planning and staff retention.

- Encouraging policy-level advocacy to institutionalize partnership mandates within statutory frameworks will safeguard their existence and operational capacity, ensuring that partnerships are prioritized within broader community safety agendas.

In summary, the impacts of adopting these recommendations will help create partnerships that are not only effective in their immediate interventions but are also sustainable, equitable, and resilient - ultimately advancing community safety and well-being in a comprehensive and lasting manner that has impact.

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Appendix A – Literature Review

Literature Review: Strengthening Multisectoral Partnerships

Introduction

In Canada, a significant portion of everyday policing addresses social issues rather than traditional crime. These challenges often intersect with the responsibilities of various public health and human service agencies, making them complex and adaptive. Simply resolving one aspect of the problem is unlikely to yield substantial improvements unless there are simultaneous changes in other interconnected areas. There is an increasing awareness that integrated, multi-disciplinary approaches are essential. Organizations that concentrate solely on their narrow perceptions of the problem often find their efforts ineffective or even counterproductive (Alfarardi & Taylor et al., 2022). Community safety and wellbeing require a multi-agency and collaborative approach (Stevens, 2013; Gray, 2015; Stanley, 2018). It has been argued that multisectoral partnerships are the cornerstone for achieving successful outcomes on unyielding social issues (Stanley, 2018). The Care Act (2014) in the UK stipulated that local authorities must take the lead in multi-sectorial partnerships to safeguard the system (Ball, E. J., McElwee, J. D., & McManus, M. A. 2024).

In an era of increasing societal complexity, multisectoral partnerships—collaborations involving public, private, nonprofit, and community organizations—have emerged as a viable approach for addressing systemic challenges (Easter, S., Murphy, M., Brannen, M.Y., 2023). These partnerships play a vital role in areas such as public health, law enforcement, social services, and community development. By integrating diverse expertise, resources, and perspectives, multisectoral partnerships have the potential to create impactful, sustainable solutions to complex societal problems.

Despite their potential, these collaborations face numerous challenges, including data sharing, staff retention, power imbalances, and funding insecurities. While substantial literature exists on the elements of successful partnerships and strategies to address these issues, gaps remain in understanding nuanced dynamics such as trust building, equity, technology integration, and cultural alignment. The literature does not systematically examine how to sustain a multisectoral partnership for long-term shifts in safety and wellbeing (Ball, E.J. et al., 2024).

Easter et al. and Higgins et al. both concurred that a longitudinal study was required for greater clarity on the achievement of multistakeholder partnerships and the efficacy of their prescribed outcome (2023). The Slough Violence Multi-Agency Partnership (VMAP), which aimed to reduce recurrent violent crime, found that the multistakeholder partnership had some advantages, but failed to achieve the primary outcome, which was to reduce violence (Higgins, A., Hales, G., Chapman, J., 2016).

This literature review synthesizes the current knowledge and explores evidence-based strategies to strengthen multisectoral partnerships and identify approaches to sustainability. Furthermore, it identifies critical gaps in the literature and provides directions for future research to improve the effectiveness and sustainability of these collaborations.

Review of the Existing Literature

The 2014 Council of Canadian Academies report, *Policing Canada in the 21st Century*, emphasized that as the complexity of crime and police responses increases, there will be a greater reliance on external

resources, knowledge, and capabilities beyond traditional police services. This interdependence necessitates that police agencies enhance their skills in developing and managing partnerships to achieve strategic objectives and adopt a more collaborative approach to ensuring safety and security cost-effectively (Supra note 2 at xv).

Inter and multi-sector partnerships have long been a feature of community safety and wellbeing practice in the United Kingdom. Middleton identifies the two most common types of partnerships that combine public health, police, and others to address complex social issues: Communities of Interest and Partnerships of Necessity (2013).

Communities of Interest often arise when police and public health agencies collaborate to address an issue of shared interest, driven not by obligation, but by a mutual recognition of the need for joint action. Some Communities of Interest eventually evolve into Partnerships of Necessity.

One such community of interest was established in Sandwell in 2004 to address domestic violence. Significant progress was made, including systematic reviews, to determine the effectiveness of interventions. In 2010-11, in the immediate aftermath of the global financial crisis, government austerity measures, together with the departure of key personnel, brought about the closing of the initiative (Smith H. et al., 2011).

Partnerships of Necessity are less prone to the effects of budget cuts. They typically emerge with government support and the establishment of statutory frameworks, defining the roles and responsibilities of partner agencies and detailing necessary coordinated actions. In the UK, notable examples include emergency preparedness and response, addressing mental health and addiction issues, offender management, and preventing racial violence.

Community safety partnerships in the UK continue to serve as the primary approach to uniting various organizations such as public health, police, human services, and community groups to prevent crime and violence at the local level collaboratively. According to Middleton, one such endeavour, the Safer Sandwell Partnership, which evolved from a community of interest into a partnership of necessity in 1998, remains a successful, high-performing organization today (2022).

As we will see in the next section, multisectoral partnerships have several critical success factors. These will be presented together with some of the significant challenges. The final section will discuss potential strategies or areas requiring further research to enhance their sustainability.

Success Factors of Multisectoral Partnerships

A systematic narrative review of studies from the United States, United Kingdom, Israel, Canada, and Norway has established consistent factors which enhance multi-agency collaborative working (Alfandari & Taylor, 2022).

Well Defined Roles

A factor widely supported in the literature is the necessity of well-defined roles and responsibilities for effective collaboration. Provan and Kenis argue that role clarity minimizes duplication and fosters accountability, critical for maintaining trust among partners (2008). By reducing ambiguity and assigning complementary functions, each partner organization can focus on its core strengths, leading to synergistic outcomes. Bryson et al. emphasize that partnerships with clearly delineated responsibilities

experience fewer operational inefficiencies and greater alignment with shared objectives (2015). For example, health-focused collaborations that clearly define the roles of hospitals, social service agencies, police and community organizations improve patient care outcomes by reducing duplication of services (Alderwick, H., Hutchings, A., Briggs, A., & Mays, N., 2021).

Effective Governance

Effective governance structures guide decision-making, resolve conflicts, and ensure equitable power dynamics within partnerships. Provan and Kenis identify three governance models: participant-governed, lead organization-governed, and network administrative organization-governed. Each one offers unique advantages depending on the partnership's complexity and objectives (2008). Gazley et al. identified that participant-governed models thrive in small collaborations characterized by high trust, while lead organization governance suits partnerships with centralized resources (Gazley, B., 2010). Governance structures that balance efficiency and inclusivity are pivotal for long-term sustainability, according to Fraser et al. (2018). Alfandari and Taylor completed a systemic review of multisectoral partnerships from numerous countries and identified good governance practices of standardized procedures and training as elements of a successful partnership. Pederson supports good governance with formalized agreements with elements such as contracts either between partners or citizens and government outlining expectations, identifying how communication will be completed and evaluation and follow-up (2005). Pederson continues and identifies that there are clearly different outcomes for different processes. One size does not fit all, further enforcing the need for a formalized contract or even strong support for legislation (2005).

Onboarding and Upfront Negotiations

Easter et al. stress the importance of upfront negotiations between all parties (2023). A shared orientation framework can accommodate diverse perspectives and foster sustained engagement. This articulates the need for a structured and standardized onboarding process at the start of all partnerships and for any new individuals added to the partnership (Easter et al., 2023).

Shared Vision

A shared vision is fundamental to successful partnerships, providing a unifying purpose that fosters commitment and reduces conflict. Emerson and Nabatchi observe that alignment of goals enables partnerships to achieve greater productivity and cohesion (2015). In the social sector, Alderwick et al. demonstrate that partnerships emphasizing integrated service delivery over individual institutional objectives are more effective in addressing community needs (2021). Common success metrics, such as reduced recidivism or improved public health outcomes, further solidify alignment among stakeholders. Participants need a collective sense of ownership and alignment on objectives (Gray, J., 2015., Innes et al., 2020).

Communication

Frequent and transparent communication is crucial for maintaining alignment and building trust among partners. McGuire and Silvia emphasize that partnerships employing formal and informal communication channels such as regular meetings, email updates, and shared digital platforms perform better and adapt more efficiently to challenges (2010). Getha-Taylor et al. state that effective communication mechanisms also strengthen relational trust, a key factor in overcoming unforeseen obstacles (2011). Easter et al., call

for explicit communication about the shared mandate of the partnership to assist in mitigating misunderstandings that may arise from differences in how partners understand and make meaning based on their perspectives (2023). Furthermore, increased communication between agencies has assisted with what has commonly been seen as a barrier: data sharing (Atkinson et al., 2007).

Stable Funding and Equitable Resource Sharing

Stable funding and equitable resource sharing are critical for sustaining partnerships. Gazley highlights that inconsistent or insufficient funding leads to organizational disengagement, undermining collaborative efforts (2010). Innovative funding mechanisms, such as pooled resources or multi-year grants, offer pathways to stability. Fraser et al., provide compelling evidence from social impact bonds, where funding tied to measurable outcomes incentivizes performance and accountability (2018).

Periods of government austerity present significant challenges to partnerships. As Middleton pointed out, non-statutory partnerships in the UK were at particular risk from government cutbacks (2022). Technological tools have been found to facilitate data-sharing, streamline communication, and enhance coordination among partners (Pilkington, M., 2016). Centralized platforms such as Microsoft Teams and Slack enable seamless collaboration, while blockchain technology ensures secure and transparent data-sharing (2016). Pilkington highlights the transformative potential of blockchain in partnerships requiring confidentiality, such as healthcare and law enforcement

Challenges to Multisectoral Partnerships

Data Sharing and Privacy

Data sharing and privacy concerns have long been barriers to the success and sustainability of multisectoral partnerships. Although viable avenues exist for Canadian professionals to share information, obstacles persist (Alberta Government, Ministry of Community and Social Services, 2021). Effective collaboration in these multisectoral partnerships requires data sharing, yet privacy and data security concerns often hinder progress. While these concerns can be legitimate, they are sometimes used to justify avoiding collaboration and maintaining operational silos (Willem G van Panhuis et al., 2014; Proma Paul et al., 2014).

A systematic review of barriers to data sharing in public health highlights several challenges, including technical, motivational, economic, political, legal, and ethical factors. The review emphasizes that these complex interactions can severely limit the effectiveness of isolated solutions and that strategies to resolve specific barriers may not advance data sharing if related obstacles are not addressed. Legal restrictions, incompatible technological systems, and mistrust impede seamless data sharing across organizations. The Urban Institute identifies privacy legislation as a significant barrier, complicating inter-agency collaboration (2021). Popp et al. further emphasizes that mistrust surrounding data misuse exacerbates organizational silos, hindering effective collaboration (2014).

Participant Turnover Rate

High turnover and churn of the participants involved can disrupt partnership continuity and erode institutional knowledge. Sowa observes that frequent personnel changes weaken collaborative networks, while Bryson et al. highlight the lack of retention strategies as a compounding factor (2015). Partnerships must invest in talent retention strategies, such as competitive compensation, professional development,

and recognition programs, to ensure stability. Easter et al. identified high turnover as one of the significant barriers to the success of multistakeholder partnerships (2023).

Lack of Structured Governance

When there is no structured governance or guiding playbook, role ambiguity undermines accountability and creates inefficiencies. Provan and Kenis warn that unclear responsibilities often result in duplication or neglect of critical tasks (2008). Clearly defined roles, formalized in partnership agreements, mitigate these risks and enhance operational clarity. Without the commitment and investment to clarifying roles, it is harder to motivate individuals to function as an effective team (Feng et al., (2010). Middleton has found that partnerships of necessity tend to be statute-based, providing a structure for governance, including roles and responsibilities (2013).

Resourcing and the Implications of Government Austerity

The sustainable funding of multi-agency partnerships, or initiatives, has long been a challenge. In times of economic prosperity, such collaborations can flourish. However, during periods of financial austerity, organizations often retreat into their silos, placing partnership initiatives at risk. A pertinent example is policing in the UK following the 2008 Global Financial Crisis. Historically, the UK has employed a two-tier policing model, with Community Safety Officers (CSOs) supporting fully-sworn officers through such things as, crime prevention, administration, community engagement, school and youth initiatives, and victim support. Government austerity measures led to significant reductions or eliminations of CSOs, as police agencies re-prioritized reactive criminal investigations and crime management efforts.

Neighbourhood policing, undertaken in partnership with other agencies and community groups, was itself a victim of austerity. (Innes, M. et al., 2020, p. 118-122)

Disparities in Resources and Influence in Multisectoral Partnerships: Implications for Community Safety and Wellbeing (CSWB)

The disparity in resources and influence among partners in multisectoral collaborations is a significant issue that can undermine trust, cohesion, and the overall effectiveness of partnerships. This concern is particularly pertinent in the context of Community Safety and Wellbeing (CSWB) initiatives, where collaborations between police services, government agencies, and nonprofit organizations are increasingly necessary to address complex social problems.

Resource disparities between partners—both in terms of financial capacity and influence in decision-making—are often linked to the differing mandates, structures, and funding models of the organizations involved. For instance, police services and government agencies typically have stable, significant funding streams compared to nonprofits, which often rely on grants, donations, and short-term funding (Brandon et al., 2020). Such disparities can lead to inequitable power dynamics, where the entities with greater financial resources exert disproportionate influence over strategic and operational decisions, potentially marginalizing the voices of underfunded partners (Easter et al., 2015).

This resource imbalance often manifests in silos, where organizations operate independently or align only with partners with similar levels of funding and influence. Silos hinder information sharing, create disconnects in processes, and reduce the collective capacity to address systemic issues comprehensively (Brandon et al., 2020). Moreover, the finite resources of some partners constrain the breadth and sustainability of initiatives, limiting the ability to achieve long-term impact (Easter et al., 2015).

Participatory governance models, as outlined by Emerson and Nabatchi (2015), offer a potential remedy for addressing these disparities. These models emphasize equitable distribution of decision-making authority among partners, ensuring that each organization—regardless of its resource base—has a meaningful voice in shaping the direction and priorities of the collaboration (Emerson & Nabatchi, 2015). Such governance structures can help:

- **Build Trust and Foster Inclusivity:** Equitable participation demonstrates a commitment to valuing all partners' contributions, reducing the perceived dominance of well-funded entities like police services or government agencies (Emerson & Nabatchi, 2015).
- **Promote Transparency:** Transparent decision-making processes further mitigate tensions by clarifying how resources are allocated, decisions are made, and accountability is ensured (Brandon et al., 2020).
- **Encourage Resource Sharing:** Effective governance models often facilitate mechanisms for resource pooling, enabling underfunded partners to access critical financial and operational support (Easter et al., 2015).

Addressing resource disparities requires intentional effort and a shared commitment to equity. Key strategies include:

- **Formalizing Resource-Sharing Agreements:** Developing Memoranda of Understanding (MOUs) or partnership agreements that outline mechanisms for resource sharing can help balance disparities. For example, wealthier partners might contribute funding or infrastructure, while less-resourced organizations contribute expertise and community networks (Brandon et al., 2020).
- **Capacity-Building Investments:** Well-funded agencies can allocate resources to build the capacity of underfunded partners. This investment may include funding for staffing, training, or technology to enhance operational effectiveness and participation (Easter et al., 2015).
- **Institutionalizing Equity in Leadership:** Establishing co-leadership structures that include representatives from both well-funded and underfunded organizations ensures that decision-making reflects diverse perspectives and expertise (Emerson & Nabatchi, 2015).
- **Creating Collaborative Funding Opportunities:** Partnerships can pursue joint funding applications to philanthropic or government grant programs, ensuring that resources are allocated equitably across partners to support shared goals (Brandon et al., 2020).

In the context of CSWB, resource equity is critical to achieving meaningful outcomes. Disparities in funding and influence can perpetuate systemic inequities, undermining the legitimacy of initiatives intended to promote community wellbeing. For example, if police services dominate decision-making processes due to their financial and political capital, initiatives may prioritize enforcement over preventative, community-driven approaches often championed by nonprofits (Easter et al., 2015). Conversely, equitable governance and resource-sharing mechanisms can enable all partners to contribute their unique strengths, fostering a more holistic and effective approach to community safety (Emerson & Nabatchi, 2015).

Resource disparity among partners in multisectoral collaborations is a complex challenge that can hinder trust, inclusivity, and effectiveness. However, adopting participatory governance models, fostering

transparency, and implementing resource-sharing mechanisms can help mitigate these challenges. In the CSWB context, where the stakes are particularly high, addressing resource equity is not merely a practical necessity—it is an ethical imperative to ensure that all voices, particularly those of underfunded organizations, are heard and valued (Brandon et al., 2020; Emerson & Nabatchi, 2015; Easter et al., 2015).

Short-Term Funding Cycles and Their Impact on Multisectoral Partnerships

Short-term funding cycles pose significant challenges to the sustainability and success of multisectoral partnerships, particularly in initiatives aimed at Community Safety and Wellbeing (CSWB). These cycles often undermine strategic planning, destabilize collaborations, and limit the ability to implement long-term, systemic solutions. Government funding cycles, nonprofit grant timelines, and the broader lack of cohesive, partnership-focused financing mechanisms exacerbate these issues, necessitating the exploration of innovative funding models and statutory frameworks to ensure partnership sustainability.

The reliance on short-term funding, particularly in the nonprofit sector, creates a misalignment with the long-term goals of multisectoral partnerships (Fraser et al., 2019). Nonprofits often operate within grant cycles that sunset after one to three years, requiring constant renewal or reapplication, which detracts from their ability to focus on the long-term planning and execution of initiatives (Das et al., 2021). This instability destabilizes partnerships, as organizations cannot commit resources beyond the immediate funding period, hindering the collective ability to achieve sustained impact (Fraser et al., 2019).

Government funding cycles further complicate this dynamic. Public sector funding is often tied to annual budgets, electoral cycles, or program-specific timelines that do not align with the more fluid or immediate funding needs of nonprofit organizations (Das et al., 2021). For example, public reports for Peel and Edmonton police boards, *Challenges and Opportunities in Multisectoral Collaboration: Funding Disparities and Strategic Recommendations*, highlights how mismatched funding cycles between government and nonprofit sectors lead to disruptions in partnership activities and hinder the continuity of essential community-based initiatives (2020).

Fraser et al. (2019) advocate for the adoption of funding mechanisms such as social impact bonds (SIBs), which align financial resources with measurable outcomes. SIBs incentivize private investment in public initiatives by providing returns based on the achievement of predetermined outcomes, thus reducing the reliance on short-term government grants and fostering greater financial stability. For instance, in the United Kingdom, SIBs have successfully funded initiatives addressing recidivism, demonstrating their potential to finance long-term CSWB goals (Fraser et al., 2019).

Similarly, pooled funds and multi-year grants provide an avenue to reduce financial uncertainty and support sustained collaboration. Pooled funding models allow multiple partners—government agencies, nonprofits, and private sector entities—to contribute to a shared resource pool, which can then be allocated to projects based on collective priorities (Das et al., 2021). Multi-year grants further enhance stability by offering predictable funding over an extended period, enabling organizations to invest in infrastructure, personnel, and long-term planning.

There is a pressing need to develop statutory funding models that provide overarching financial support for partnership-based initiatives. Unlike project-specific grants, statutory funding would institutionalize financial commitments, ensuring that multisectoral partnerships receive consistent, long-term support. Such funding mechanisms could be modelled on existing frameworks, such as those seen in some European countries, where government-mandated funding pools are allocated specifically for collaborative community initiatives (Das et al., 2021).

Moreover, statutory funding would enable partnerships to focus on systemic change rather than perpetually seeking new funding sources. This approach aligns with recommendations from public reports in Peel and Edmonton (2020), which emphasize the importance of dedicated funding for partnership-based projects to address systemic issues such as poverty, mental health, and public safety.

While innovative funding mechanisms like SIBs and pooled funds hold promise, they are not without challenges. For example, SIBs require rigorous outcome measurement and can be resource-intensive to manage, potentially placing an additional burden on underfunded partners (Fraser et al., 2019). Pederson supports the lack of sufficient focus on outcomes and results in the evaluation falling short (2005). Additionally, pooled funding models require strong governance structures to ensure equitable allocation and accountability (Das et al., 2021).

Government funding cycles, too, must evolve to support multisectoral collaborations better. Aligning funding cycles across sectors and incorporating flexibility into grant mechanisms can address the misalignment between public and nonprofit funding timelines. Furthermore, incorporating community input into funding decisions can enhance the legitimacy and relevance of financial allocations, ensuring they address local priorities effectively (Fraser et al., 2019).

Short-term funding cycles are a critical barrier to the success of multisectoral partnerships. They undermine strategic planning, destabilize collaborations, and limit the ability to achieve systemic, long-term solutions. Innovative mechanisms such as social impact bonds, pooled funds, and statutory funding models offer pathways to address these challenges. However, implementing these mechanisms requires intentional effort, robust governance structures, and a commitment to aligning funding priorities across sectors. In the context of CSWB initiatives, overcoming the limitations of short-term funding is not just a matter of operational necessity—it is a prerequisite for achieving meaningful and sustained community impact.

Below are examples of these impacts and corresponding recommendations from high-profile inquiries.

1. The Christchurch Earthquake Recovery Inquiry (New Zealand, 2012)

The aftermath of the 2011 Christchurch earthquake required coordinated, multisectoral responses involving government, nonprofits, and private entities. However, the inquiry into the recovery process found that short-term funding cycles hindered the continuity of critical recovery efforts, particularly for community-based mental health services. Nonprofits providing psychosocial support were funded in six-month increments, forcing them to divert focus from service delivery to securing renewed funding (Christchurch Earthquake Recovery Authority [CERA], 2012).

The inquiry recommended establishing a multi-year funding framework for disaster recovery partnerships. This included creating a disaster recovery fund that guaranteed funding for community-based organizations over three to five years to ensure stability and continuity in service delivery. This approach was adopted in part through the introduction of extended contracts for mental health services funded by the Ministry of Health (CERA, 2012).

2. The Ontario Auditor General's Report on Homelessness Programs (Canada, 2019)

In Ontario, an audit of homelessness prevention programs found that short-term and piecemeal funding from multiple government sources disrupted multisectoral efforts to address homelessness. Nonprofits receiving annual funding were unable to develop sustainable housing-first initiatives, and partnerships with municipal governments suffered from a lack of coordinated planning. The Auditor General reported that 75% of service providers faced funding gaps at the end of each fiscal year, leading to layoffs, reduced programming, and unmet community needs (Office of the Auditor General of Ontario, 2019).

The Auditor General recommended implementing long-term, block funding agreements that spanned five to ten years. These agreements would align provincial funding cycles with municipal and nonprofit timelines, creating stability for collaborative housing initiatives. The report also called for a consolidated funding stream to reduce administrative burden and improve coordination across agencies (Office of the Auditor General of Ontario, 2019).

3. The UK Social Impact Investing Taskforce (2014)

The UK government's Social Impact Investing Taskforce examined the role of short-term funding in undermining multisectoral partnerships addressing social issues such as unemployment and recidivism. The task force highlighted that traditional government funding models relied on annual budgets and competitive grant cycles, which discouraged long-term collaboration and innovation. For example, nonprofit organizations in employment services reported losing partnerships with private employers due to uncertainties around continued funding (UK Social Impact Investment Taskforce, 2014).

The task force recommended scaling up social impact bond (SIB) financing to address funding shortfalls in multisectoral collaborations. SIBs align private investment with measurable social outcomes, providing predictable funding over several years. The task force also advocated for embedding social finance mechanisms into government policy to complement traditional funding models and create a more sustainable ecosystem for partnerships (UK Social Impact Investment Taskforce, 2014).

Divergent Organizational Cultures

Divergent organizational cultures can impede the alignment of shared goals and processes. Sullivan and Skelcher propose that developing a “partnership culture through joint training and team-building activities bridges these differences. (2002). Cultural brokers—individuals skilled at navigating and mediating between cultural divides—are instrumental in fostering cohesion (Hofstede, G., 2001).

Strategies for Strengthening Multisectoral Partnerships

Public - Private Partnerships

Agile methodologies widely employed in the private sector, foster flexibility and responsiveness in partnerships. Rigby et al. describe how iterative planning cycles allow teams to adapt dynamically to changing circumstances (2016). These principles can be applied to multisectoral collaborations, particularly in disaster response, where real-time coordination is essential. In the COVID-19 pandemic, for example, agile frameworks enabled health organizations, governments, and nonprofits to pivot resources rapidly to areas of greatest need based on real-time analysis of emerging data (Page, S., 2003).

Porter and Kramer's shared value framework between public and for-profit organizations emphasizes integrating social impact into core organizational strategies (2011). Partnerships that adopt this approach align profit-driven goals with societal benefits, ensuring mutual accountability. For instance, corporate contributions to public health initiatives, when designed with shared value principles, can strengthen both public outcomes and organizational reputations (Zuckerman, H.S., Kaluzny, A.D., & Ricketts, T.C., 1995).

Performance-based incentives motivate partners to achieve specific goals by linking financial rewards or reputational benefits to measurable outcomes. Kaplan and Norton illustrate the value of balanced scorecards, which track progress and ensure alignment with long-term strategic objectives (1996). In multisectoral partnerships, such incentives ensure that all stakeholders remain committed to shared targets, such as reduced homelessness or improved literacy rates (Rodriguez, C., Langley, A., Beland, F., & Denis, J.L., 2007).

Leveraging Technology

SIMSI is a software company that has developed its proprietary Data Informed Community Engagement (DICE) framework that uses Risk Terrain Modeling (RTM) to analyze environmental conditions contributing to crime and coordinate multisectoral stakeholder actions for place-based crime prevention. It emphasizes co-produced public safety, involving diverse local stakeholders like government agencies, NGOs and community organizations. Diagnosing crime settings and creating actionable risk narratives fosters sustainable partnerships through shared responsibilities and evidence-based decision-making (DICE, E-Book, Simsi Press., 2024).

SIMSI's approach can enhance sustainable multisectoral partnerships by leveraging data to unify stakeholders, fostering collaboration, and ensuring locally tailored, transparent and equitable public safety solutions. It balances resources across sectors, encourages ongoing engagement and reduces reliance on law enforcement as the sole act, making partnerships more resilient and impactful (2024). This aligns with Easter et al. findings that shared architectural frameworks are required for sustainable multisectoral partnerships to assist with planning and data to support evidence-based decision-making (2023).

Blockchain technology offers a tamper-proof and decentralized method for data sharing, addressing privacy concerns and fostering trust. Pilkington demonstrates how blockchain has been used in healthcare collaborations to securely share patient records while ensuring compliance with legal frameworks (Pilkington, M., 2016). In law enforcement, similar technology can enable the secure

exchange of criminal justice data between agencies, improving coordination without compromising privacy (2016).

Artificial intelligence (AI) provides advanced analytical capabilities to enhance complex problem-solving and decision-making in multisectoral partnerships. Davenport and Ronanki illustrate the application of AI in public health collaborations, where it identifies vulnerable populations and predicts resource allocation needs (2018). Similarly, AI has been used in community policing partnerships to analyze crime patterns and recommend proactive strategies. Open platforms for AI offer a unique opportunity to create common patterns and shared solutions that can amplify the impact of multisectoral collaborations aimed at addressing social good. (Kraft, P.M., Young, M., Katell, M., Huang, K., & Defoe, A., 2019).

Digital collaboration tools such as Microsoft Teams, Slack, and Asana streamline communication and task management across diverse organizations (Mcguire, M., & Silva, C., 2010). By integrating shared workflows, these platforms reduce administrative burdens and foster transparency in decision-making (Sowa, J.E., 2009).

Addressing Power Dynamics

Equity in decision-making is critical to sustaining trust in partnerships. Governance models that distribute power equitably among stakeholders reduce conflict and foster cohesion. Emerson and Nabatchi suggest participatory governance models, which ensure that all partners have an equal voice, as a solution to disparities in influence (2015). Case studies from public-private collaborations in urban planning highlight the effectiveness of these models in fostering inclusive decision-making (Mittelstadt, B.D., Et al., 2016) and examining how power imbalances among stakeholders influence decision-making and the distribution of resources within partnerships (Easter, et al., 2023).

Cultural brokers play a pivotal role in bridging differences among organizational cultures. Walker argues that these individuals facilitate understanding and alignment by mediating between diverse perspectives (Walker, J.A., 2008). Cultural brokers are particularly valuable in international partnerships or collaborations involving marginalized communities, where cultural and linguistic barriers are significant (2018). Individual partners often hold contrasting views regarding and the most effective strategies of how to address the problem they are attempting to resolve. This diversity of viewpoints underscores the necessity of continuous negotiation and communication (Easter, et al., 2023).

Determinants of Success As Seen Through Maturity Model

As the literature has indicated, multisectoral partnerships are fraught with difficulties, including divergent values, power imbalances, and challenges in resource-sharing and coordination. In a comprehensive analysis of interactions among over 40 partner organizations, individuals in the partnership have different understandings of the grand challenge based on meaning systems which have distinct and often opposing assumptions, values, and practices (Easter, et al., 2023). Pache et al. provide a comprehensive review of the determinants of success in cross-sector collaborations, which can be understood through the lens of partnership maturity models. These models delineate progressive stages of partnership development characterized by unique behaviours, challenges, and opportunities

Early Stage: Formation and Trust Building

At the inception of partnerships, trust building and the establishment of basic coordination mechanisms are critical. Pache et al. highlight that trust is a prerequisite for fostering cooperation among partners,

particularly those from diverse organizational cultures and sectors. Observable behaviours include initial dialogue, informal agreements, and the negotiation of roles and responsibilities. A critical challenge at this stage is overcoming institutional differences and historical mistrust (2020).

Developing Stage: Coordination and Governance

As partnerships develop, the focus shifts toward formalizing agreements and creating governance structures. Pache et al. emphasize the importance of establishing mechanisms to align resources and address power imbalances. Observable behaviours include the implementation of Memorandums of Understanding (MOUs) and the development of accountability frameworks. Challenges include managing resource disparities and ensuring equitable participation, particularly when partners have varying levels of influence (2020).

Mature Stage: Deep Integration and Collaboration

Mature partnerships exhibit a high degree of integration, characterized by mutual resource sharing, co-creation of strategies, and collaborative problem-solving. According to Pache et al., this stage requires strong coordination mechanisms and continuous learning practices to refine and optimize collaboration. Challenges include maintaining alignment as priorities evolve and ensuring the sustainability of the partnership's objectives (2020).

Optimized Stage: Innovation and Adaptability

At the most advanced level of maturity, partnerships demonstrate adaptability and a capacity for innovation. This stage is marked by systemic impact and the ability to scale successful practices across contexts. Pache et al. note that continuous evaluation and feedback loops are critical to sustaining impact and fostering innovation. Opportunities include leveraging technological solutions and building on lessons learned to adapt to emerging challenges.

Addressing Gaps and Promising Emerging Areas for Research

Legislated Partnerships or Government Multisectoral Partnerships

In a study by Banerjee et al. on the Perceptions of Multistakeholder Partnerships for the Sustainable Development Goals: A Case Study of Irish Nonstate Actors, there was a clear belief that the government should lead the development of these multistakeholder partnerships, given its responsibility for implementation (2020). Failure to sustain multisectoral partnerships often results from insufficient political will and leadership.

The individuals interviewed for this research expressed the view that the government should be accountable for fulfilling its commitments and should steer the process of achieving the goals in such partnerships (Banerjee et al., 2020). This study underscores the necessity of a coordinated, inclusive, and government-backed approach to building multisectoral partnerships that can effectively address complex social challenges.

Effective governance structures guide decision-making, resolve conflicts, and ensure equitable power dynamics within partnerships. As mentioned previously, Provan and Kenis identify three governance models: participant-governed, lead organization-governed, and network administrative organization-governed, which offer unique advantages depending on the partnership's complexity and objectives (2008). Gazley et al. identified that participant-governed models thrive in small collaborations

characterized by high trust, while lead organization governance suits partnerships with centralized resources (Gazley,B., 2010). Governance structures that balance efficiency and inclusivity are pivotal for long-term sustainability, according to Fraser et al. (2018).

Case Studies; Government Legislated Mandate

Within England, one of the most established models of legislated multi-agency partnership is referred to as the Multi-Agency Safeguarding Hub (MASH). The MASH can be in place for adults, children, or both and aims to improve the safeguarding response for children and adults at risk through better information sharing and timely safeguarding response (Home Office, 2014). The core functions of the MASH include the following: Acting as a single point of entry by gathering all notifications related to safeguarding in one place. Enabling thorough research of each case to identify and address risk. Sharing information between agencies is supported by a joint information-sharing protocol. Facilitating early safeguarding intervention and prevention. Managing cases through coordinated interventions (Home Office, 2014). Although not perfect, this government-mandated legislation for agencies to work together in a partnership has been proven to be sustainable more than cooperative partnerships.

The Care Act (2014) in the UK stipulated that local authorities must take the lead in multi-sectorial partnerships to safeguard the system (Ball E. J., et. al., 2024).

Under Ontario's Community Safety and Policing Act (CSPA) every municipal council is required to prepare, adopt and publish a Community Safety and Wellbeing (CSWB) Plan. The legislation requirement aims to enhance community safety by addressing local needs through a collaborative (partnership) among various organizations. This structured approach encourages municipalities to collaborate with various sectors, including health, education, social services and police, to work together in producing a plan (Ontario Ministry of the Solicitor General, (2018).

The success of the CSWB to date, as reported by the Ontario Ministry of the Solicitor General (2018), has enhanced collaboration, allowed for proactive problem-solving, and tailored solutions to specific community needs. Through mandated CSWB planning, multisectoral organizations must work together to achieve common goals. Ontario's approach also highlights the importance of statutory mandates in achieving public policy objectives (2018).

Trust Building as a Dynamic Process

Trust-building is often treated as a static concept, yet its evolution over time is critical to sustaining partnerships. Future research should explore mechanisms for repairing trust after breaches and tools for monitoring trust levels dynamically (Kramer, R.M., & Tyler, T.R., (1996). Researchers like Kane et al. discuss how trust in police eroded significantly, not just among communities but also among institutional partners, leading to challenges in collaborative efforts in the aftermath of George Floyd and the defund the police movement (2021).

Adaptive Leadership in Complex Environments

Leadership styles that emphasize adaptability and shared responsibility are better suited to the fluid demands of multisectoral partnerships. Heifetz et al. propose adaptive leadership as a framework for navigating the complexity of these collaborations (Heifetz, R.A., Grashow, A., & Linsky, M., (2009).

Inclusion and Equity in Decision-Making

While many partnerships aim for inclusivity, underrepresented groups are often excluded from decision-making processes. Future studies should investigate models of participatory governance that genuinely incorporate marginalized voices (Varshney, K.R., (2016).

Role of Technology in Expanding Capacity

Research on emerging technologies such as predictive analytics, digital twins, and advanced AI tools could illuminate new ways to optimize resource allocation and enhance decision-making (Frelina, L., & Ott, M., 2015)

Conclusion

The findings of this literature review reinforce the critical importance of multisectoral partnerships in addressing complex societal challenges. These partnerships, whether founded as Communities of Interest or evolving into Partnerships of Necessity, hold the potential to transform fragmented efforts into cohesive, impactful solutions. Communities of Interest demonstrate how shared interests can initiate collaboration, while Partnerships of Necessity, bolstered by legislative mandates, provide a more structured and sustainable framework for long-term success.

Despite their potential, these partnerships are not without challenges. Issues such as data sharing, staff turnover, power imbalances, and funding insecurity often jeopardize their effectiveness. However, innovative strategies, from the integration of emerging technologies like blockchain and AI to participatory governance models, offer promising solutions. By fostering equity, enhancing communication, and adopting adaptive leadership frameworks, partnerships can overcome barriers and create lasting impact.

A critical factor in the success of multisectoral partnerships and their collective initiatives lies in the availability of joint and overarching funding mechanisms. Short-term, piecemeal funding cycles have been consistently identified as a barrier to strategic planning and sustained collaboration (Das et al., 2021; Fraser et al., 2019). Overarching funding models, including pooled funds, multi-year grants, and social impact bonds, offer stability that allows partners to focus on long-term outcomes rather than resource acquisition. Evidence from the UK Social Impact Investing Taskforce (2014) and the Ontario Auditor General's review of homelessness programs (2019) underscores how misaligned and insecure funding cycles undermine partnership goals. Joint funding mechanisms that align resources across sectors, supported by statutory mandates as seen in Ontario's Community Safety and Policing Act (2019), ensure that financial resources are distributed equitably and efficiently, fostering resilience and inclusivity within partnerships. Incorporating such mechanisms into the design of partnership frameworks is essential to addressing systemic inequities and achieving sustained impact.

The success of multisectoral collaborations relies heavily on clear roles, effective governance, and shared vision, as well as robust mechanisms to maintain trust and inclusivity over time. Evidence from legislatively supported frameworks, such as the UK's Multi-Agency Safeguarding Hub and Ontario's Community Safety and Policing Act, demonstrates the power of statutory mandates in solidifying partnerships and aligning them with public policy objectives.

As we look to the future, it is imperative to build on these insights. Trust must be treated as a dynamic, evolving process, and strategies to repair and monitor trust must become integral to partnership

frameworks. Future research should explore how Communities of Interest can transition into more stable, legislatively grounded Partnerships of Necessity, ensuring resilience and sustainability in the face of societal challenges.

By embracing these evidence-based approaches and addressing gaps in the literature, we can reimagine the potential of multisectoral partnerships to drive systemic change, foster community wellbeing, and create a more equitable and collaborative society. Let this be a call to action for policymakers, practitioners, and researchers to deepen their commitment to these transformative partnerships and to innovate for a better future continuously.

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Appendix B - Survey Instrument

Introduction

This questionnaire asks 67 multiple choice questions about different aspects of your partnership. It will take about 15 minutes to complete.

The questionnaire allows you to express your opinions and provide information about your experiences anonymously. Your name will not be attached in any way to the responses you give.

By answering the questions, you will help the partnership learn about its strengths and weaknesses and about steps that your partnership can take in order to improve the collaboration process. The survey responses will be anonymized to ensure confidentiality. The aggregate survey results will be used to generate a report for your partnership as well as a research report by and for the Community Safety Knowledge Alliance, which is conducting this research.

There are no right or wrong answers to the questions. Thoughtful and honest responses will give your partnership the most valuable information. Please answer every question and check only one answer per question.

Thank you for participating in our survey. Your feedback is important. If you require any additional information, please contact Shannon at sfraserhansen@cskacanada.ca

Synergy Please think about the people and organizations that are participants in your partnership.

1. By working together, how well are these partners able to identify new and creative ways to solve problems?

- Extremely well
- Very well
- Somewhat well
- Not so well
- Not well at all

2. By working together, how well are these partners able to include the views and priorities of the people affected by the partnership's work?

- Extremely well
- Very well
- Somewhat well
- Not so well
- Not well at all

3. By working together, how well are these partners able to develop goals that are widely understood and supported among partners?

Extremely well
Very well
Somewhat well
Not so well
Not well at all

4. By working together, how well are these partners able to identify how different services and programs in the community relate to the problems the partnership is trying to address?

Extremely well
Very well
Somewhat well
Not so well
Not well at all

5. By working together, how well are these partners able to respond to the needs and problems of the community?

Extremely well
Very well
Somewhat well
Not so well
Not well at all

6. By working together, how well are these partners able to implement strategies that are most likely to work in the community?

Extremely well
Very well
Somewhat well
Not so well
Not well at all

7. By working together, how well are these partners able to obtain support from individuals and organizations in the community that can either block the partnership's plans or help move them forward?

Extremely well
Very well
Somewhat well
Not so well
Not well at all

8. By working together, how well are these partners able to carry out comprehensive activities that connect multiple services, programs, or systems?

Extremely well
Very well
Somewhat well
Not so well
Not well at all

9. By working together, how well are these partners able to clearly communicate to people in the community how the partnership's actions will address problems that are important to them?

Extremely well
Very well
Somewhat well
Not so well
Not well at all

Leadership

Please think about all of the people who provide either formal or informal leadership in this partnership. Please rate the total effectiveness of your partnership's leadership in each of the following areas:

10. Taking responsibility for the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

11. Inspiring or motivating people involved in the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

12. Empowering people involved in the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

13. Communicating the vision of the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

14. Working to develop a common language within the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

15. Fostering respect, trust, inclusiveness, and openness in the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

16. Creating an environment where differences of opinion can be voiced

Excellent
Very good
Good
Fair
Poor
Don't know

17. Resolving conflict among partners

Excellent
Very good
Good
Fair
Poor
Don't know

18. Combining the perspectives, resources, and skills of partners

Excellent
Very good
Good
Fair
Poor
Don't know

19. Helping the partnership be creative and look at things differently

Excellent
Very good
Good
Fair
Poor
Don't know

20. Recruiting diverse people and organizations into the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

Efficiency

21. Please choose the statement that best describes how well your partnership uses the partners' financial resources.

The partnership makes excellent use of the partners' financial resources.
The partnership makes very good use of the partners' financial resources.
The partnership makes good use of the partners' financial resources.
The partnership makes fair use of the partners' financial resources.
The partnership makes poor use of the partners' financial resources.

22. Please choose the statement that best describes how well your partnership uses the partners' in-kind resources (e.g., skills, expertise, information, data, connections, influence, space, equipment, goods).

The partnership makes excellent use of the partners' in-kind resources.
The partnership makes very good use of the partners' in-kind resources.
The partnership makes good use of the partners' in-kind resources.
The partnership makes fair use of the partners' in-kind resources.
The partnership makes poor use of the partners' in-kind resources.

23. Please choose the statement that best describes how well your partnership uses the partners' time.

The partnership makes excellent use of the partners' time.
The partnership makes very good use of the partners' time.
The partnership makes good use of the partners' time.
The partnership makes fair use of the partners' time.
The partnership makes poor use of the partners' time.

Administration and Management

We would like you to think about the administrative and management activities in your partnership. Please rate the effectiveness of your partnership in carrying out each of the following activities:

24. Coordinating communication among partners

Excellent
Very good
Good
Fair
Poor
Don't know

25. Coordinating communication with people and organizations outside the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

26. Organizing partnership activities, including meetings and projects

Excellent
Very good
Good
Fair
Poor
Don't know

27. Applying for and managing grants and funds

Excellent
Very good
Good
Fair
Poor
Don't know

28. Preparing materials that inform partners and help them make timely decisions

Excellent
Very good
Good
Fair
Poor
Don't know

29. Performing secretarial duties

Excellent
Very good
Good
Fair
Poor
Don't know

30. Providing orientation to new partners as they join the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

31. Evaluating the progress and impact of the partnership

Excellent
Very good
Good
Fair
Poor
Don't know

32. Minimizing the barriers to participation in the partnership's meetings and activities (e.g., by holding them at convenient places and times, and by providing transportation and childcare)

Excellent
Very good
Good
Fair
Poor
Don't know

Non-financial Resources

A partnership needs non-financial resources in order to work effectively and achieve its goals. For each of the following types of resources, to what extent does your partnership have what it needs to work effectively?

33. Skills and expertise (e.g., leadership, administration, evaluation, law, public policy, cultural competency, training, community organizing)

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

34. Data and information (e.g., statistical data, information about community perceptions, values, resources, and politics)

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

35. Connections to target populations

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

36. Connections to political decision-makers, government agencies, other organizations/groups

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

37. Legitimacy and credibility

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

38. Influence and ability to bring people together for meetings and activities

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

Financial and Other Capital Resources

A partnership also needs financial and other capital resources in order to work effectively and achieve its goals. For each of the following types of resources, to what extent does your partnership have what it needs to work effectively?

39. Money

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

40. Space

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

41. Equipment and goods

All of what it needs
Most of what it needs
Some of what it needs
Almost none of what it needs
None of what it needs
Don't know

Decision Making

42. How comfortable are you with the way decisions are made in the partnership?

Extremely comfortable
Very comfortable
Somewhat comfortable
A little comfortable
Not at all comfortable

43. How often do you support the decisions made by the partnership?

- All of the time
- Most of the time
- Some of the time
- Almost none of the time
- None of the time

44. How often do you feel that you have been left out of the decision making process?

- All of the time
- Most of the time
- Some of the time
- Almost none of the time
- None of the time

Benefits of Participation

For each of the following benefits, please indicate whether you have or have not received the benefit as a result of participating in the partnership

45. Enhanced ability to address an important issue

- Yes
- No

46. Development of new skills

- Yes
- No

47. Heightened public profile

- Yes
- No

48. Increased utilization of my expertise or services

- Yes
- No

49. Acquisition of useful knowledge about services, programs, or people in the community

- Yes
- No

50. Enhanced ability to affect public policy

- Yes
- No

51. Development of valuable relationships

- Yes
- No

52. Enhanced ability to meet the needs of my constituency or clients

- Yes
- No

53. Ability to have a greater impact than I could have on my own

Yes
No

54. Ability to make a contribution to the community

Yes
No

55. Acquisition of additional financial support

Yes
No

Drawbacks of Participation

For each of the following drawbacks, please indicate whether you have or have not experienced the drawback as a result of participation in this partnership.

56. Diversion of time and resources away from other priorities or obligations

Yes
No

57. Insufficient influence in partnership activities

Yes
No

58. Viewed negatively due to association with other partners or the partnership

Yes
No

59. Frustration or aggravation

Yes
No

60. Insufficient credit given to me for contributing to the accomplishments of the partnership

Yes
No

61. Conflict between my job and the partnership's work

Yes
No

Comparing Benefits and Drawbacks

62. So far, how have the benefits of the participating in this partnership compared to the drawbacks?

Benefits greatly exceed the drawbacks
Benefits exceed the drawbacks
Benefits and drawbacks are about equal
Drawbacks exceed the benefits
Drawbacks greatly exceed the benefits

Satisfaction with Participation

63. How satisfied are you with the way the people and organizations in the partnership work together?

Completely satisfied
Mostly satisfied
Somewhat satisfied
A little satisfied
Not at all satisfied

64. How satisfied are you with your influence in the partnership?

Completely satisfied
Mostly satisfied
Somewhat satisfied
A little satisfied
Not at all satisfied

65. How satisfied are you with your role in the partnership?

Completely satisfied
Mostly satisfied
Somewhat satisfied
A little satisfied
Not at all satisfied

66. How satisfied are you with partnership's plan for achieving its goals?

Completely satisfied
Mostly satisfied
Somewhat satisfied
A little satisfied
Not at all satisfied

67. How satisfied are you with way the partnership is implementing its plan?

Completely satisfied
Mostly satisfied
Somewhat satisfied
A little satisfied
Not at all satisfied

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