

Conference Report
Building a Winning Community:
visions and challenges for
the new City of Hamilton

July 2001

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Acknowledgements

"Building a Winning Community: visions and challenges for the new City of Hamilton" was initiated by a planning committee in June of 2000. This group was interested in exploring what is needed to build a winning community in the new City of Hamilton. It recognized the need to assemble community leaders from various backgrounds to explore shared priorities, as well as new opportunities to work together. It is thanks to the vision and work of the planning committee that this important event took place.

Host: the Social Planning and Research Council of Hamilton-Wentworth



Sponsors: Hamilton Community Foundation, Hamilton District Health Council and the United Way of Burlington, Hamilton-Wentworth



Partners

Dundas Community Services
Good Shepherd Centres
New City of Hamilton
The Hamilton YWCA
Settlement and Integration Services Organization

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EXECUTIVE SUMMARY

On April 5, 2001, over 200 community leaders met to discuss priorities and strategies for building a winning community in the new City of Hamilton. This report documents what was learned at the "Building a Winning Community" conference on April 5. The report contains key findings, based on input provided by conference delegates and speakers from the public, private and voluntary sectors. Taken together, these findings form a collective vision of Hamilton as a winning community. The report is intended to serve as a resource for the ongoing process of building a winning community in the newly amalgamated city of Hamilton.

When asked what is needed to build a winning community in the new City of Hamilton, delegates identified their most important priorities in three broad areas:

- Leadership
- Multisectoral Collaboration
- Civic Engagement

When asked to consider possible strategies for building a winning community, delegates identified issues and potential opportunities with respect to the following themes:

- Resolving shared problems
- Engaging local government
- Supporting the voluntary sector
- Creating stronger links with business
- Promoting diversity
- Celebrating community

The report contains recommendations for broadly-based initiatives to further develop the priorities and strategies listed above. These initiatives would assemble two leadership teams for the purposes of developing multisectoral collaboration and civic engagement in the new City of Hamilton. The leadership teams would be composed of diverse representation from the private, public and voluntary sectors.

This report is a call to action. It is intended primarily for leaders, from the private, public and voluntary sectors, who are working toward the prosperity of Hamilton's communities. It casts light on what could be useful, next steps in building a winning community in the new City of Hamilton. As such, the report is a starting point for further inquiry about what makes a winning community, as well as how to arrive there. It is intended to encourage dialogue and collaboration, across sectors, about possible, new ways of working together. Commitment and collaboration, from all sectors, unite the steps that are necessary to build on the momentum that the conference created. Building a community through multisectoral initiatives is a difficult but rewarding process, requiring vision, time and patience. The conference demonstrated that there is a strong will, from all sectors, to explore new approaches and opportunities for building winning communities in the new City of Hamilton.

INTRODUCTION

On April 5, over 200 community leaders gathered at Liuna Station in the north end of Hamilton for an important event. The conference, entitled "Building a Winning Community: visions and challenges for the new City of Hamilton", was initiated and planned by a committee of leaders, mostly from the voluntary sector, who recognized the need to address the far-reaching effects of government cutbacks and re-structuring on the community. "As Hamilton begins the transition to an amalgamated city, issues related to the prosperity of our communities needed to be addressed," said Don Jaffray, Executive Director of the Social Planning and Research Council of Hamilton-Wentworth. Over the past 6 years, policy changes at the provincial level have had far-reaching effects on the structure and functions of local government, including new responsibilities for social programs. The conference provided a forum to address the implications of these changes, as well as their impact on the community.

The conference invited leaders from various sectors, including Mayor Bob Wade and Dr. Peter George of McMaster University, to identify challenges and opportunities for building a winning community in the new City of Hamilton. Dialogue and collaboration, especially across sectors, help to build winning communities by developing diverse partnerships and broadening approaches to community investment, including reducing poverty, improving education, protecting the environment and building the local economy. Eric Leviten, keynote speaker from the Caledon Institute of Social Policy, further suggested that "the attention being given to partnerships might legitimately be seen as part of the process of rethinking and reworking how we govern ourselves, not in the narrow sense of how the formal institutions of government function, but in the broader sense of how we all participate in governance."

In a time of shrinking resources, cost-effective partnerships are increasingly important, especially to the voluntary sector, as organizations struggle to meet a growing demand for a range of community services, including health care, recreation, housing and transportation. "The people of Hamilton care passionately about their city," said Winston Tinglin, CEO of the United Way of Burlington, Hamilton-Wentworth. The conference was an opportunity to harness some of that passion and to explore new ways of working together to make the new City a healthy community for all. "It is up to all of us to work together, as partners," said Ian Cowan, the new President of the Hamilton & District Chamber of Commerce. "No one sector can possibly do it in isolation."

The conference was a timely event, a beginning place for the longer journey of building a winning community in the new City of Hamilton. Speakers and delegates, representing a range of interests, identified critical priorities and strategies for building a winning community. This report documents what was learned from conference participants. It captures the valuable lessons of leaders, from all sectors, who are on the journey of building winning communities.

CONFERENCE AGENDA/PRESENTERS

Conference Introduction/Moderator

Evelyn Myrie, Consultant, Status of Women Canada



Keynote Address: *"Building Blocks for a Winning Community"*

Ken Battle, President, Caledon Institute of Social Policy
Eric Leviten, Research Associate, Caledon Institute of Social Policy



Panel: *"Opportunities and Challenges for Building our Winning Community"*

Dr. Peter George, President and Vice-Chancellor, McMaster University
Winston Tinglin, CEO, United Way of Burlington, Hamilton-Wentworth
Ian Cowan, President, Hamilton Chamber of Commerce
Robert E. Wade, Mayor, City of Hamilton



Keynote Address: *"Payoffs for our Community in Creating Strong Partnerships"*

Vincenza Travale, Chair, Our Millennium Hamilton-Wentworth



Workshops (small group discussions): *"Building our Winning Community"*



Wrap-up (large group discussion): *"Multisectoral Partnerships: from vision to action"*

Andrea Horwath, Councillor – Ward 2, City of Hamilton

KEY FINDINGS

These findings are based on input provided by over 200 community leaders, predominantly from the voluntary sector. As a record of what was learned from the conference, they illuminate possible, next steps in the longer journey of building a winning community.

Input was gathered through facilitated discussion groups, in which delegates were asked to identify priorities and strategies for building a winning community in the new City of Hamilton. The findings are also based on data gathered through the conference evaluation.

A/ What is needed to build a winning community in the new City of Hamilton?

- Leadership
 - long-term vision
 - community brokers
 - commitment and collaboration
- Multisectoral Collaboration
 - shared objectives
 - integration of resources
 - diversity
- Civic Engagement
 - prosperous communities
 - voluntarism
 - community celebration

B/ We can build a winning community in the new City of Hamilton by:

- Resolving shared problems across sectors
- Engaging local government
- Supporting the voluntary sector
- Creating stronger links with business
- Promoting diversity
- Celebrating community

Resolving problems that are shared across sectors

▸ *Building a winning community requires long-term commitments to resolve problems that affect all sectors and pose the greatest threat to the welfare of Hamilton's communities, including poverty and environmental degradation.*

▸ In the new City of Hamilton, the public, private and voluntary sectors share some complex problems as a community —homelessness, an ailing urban core and municipal re-structuring, among others. These problems cannot adequately be addressed, let alone resolved, without the involvement of all sectors. Hamilton's sectors need some better way to understand broad, community problems as "shared" by all sectors. From there, it will more likely be possible to identify shared objectives across sectors, to develop multisectoral partnerships and, ultimately, to mobilize the diverse range of resources that are required to resolve Hamilton's systemic problems.

▸ ***Broad community problem-solving should be a driving force in building Hamilton's winning community.***

This approach would facilitate collaboration amongst community members with diverse perspectives, allowing each to make unique contributions for the benefit of the larger community. It would also expand local approaches to community investment, integrating financial resources with other forms of capital such as natural and human resources. Broad problem-solving would integrate the strengths and assets of the various sectors to resolve problems that affect all sectors and, ultimately, the prosperity of communities. Resolving shared problems, especially across sectors, requires innovation, as well as trust, patience and a respect for differences.

Engaging local government

▸ In the context of the recent municipal amalgamation, the local government has the opportunity to make important choices that could affect the health of communities, and ultimately the quality of citizens' lives, in matters ranging from recreation to housing. ***Government should work with all sectors to ensure that the best choices are made for the prosperity of Hamilton's communities, now and in the future. The new City cannot risk losing the social equity that has been developed, over generations, in Hamilton's communities.***

▸ More community involvement is needed in local government. Community members need more information about how their voices will be heard and how their concerns will be represented within the structures of the new municipal government. Voluntary sector organizations are unclear about what role they might play, particularly in the context of new municipal responsibilities for social programs. With the amalgamation, significant change has taken place within the structures and functions of local government. More information is needed about what these changes mean, including their implications for government itself, Hamilton's communities, the voluntary sector and business.

▸ Supporting local government through the process of amalgamation is critical to building a winning community. Support from other sectors is not a replacement for an active and accountable public sector, but a way to engage it. Organizations with expertise in community development, community-based services and voluntarism could provide support in matters related to social programs and citizen involvement. This would require greater integration of the voluntary sector with municipal government.

Supporting the voluntary sector

▸ ***Building a winning community in the new City of Hamilton depends, in part, on the capacity of the local voluntary sector.*** In a time of amalgamation, downloading and cutbacks, this is more critical than ever. Most voluntary sector organizations are struggling to meet increasing demands for services in the community and will not be in a position to invest in developing partnerships without additional resources. Such resources include leadership development, funding and technological support.

▸ Faced with more competitive funding sources, organizations need opportunities to expand their non-financial resources through partnerships. They need ways to communicate what they do and what they can offer in order to match with potential partners. For many non-profit organizations, partnerships are no longer just a way to maximize their efforts; they are also, increasingly, a requirement for funding. Events such as community fairs and conferences allow non-profit organizations, especially those with fewer resources, to learn about other organizations or businesses, thereby increasing potential opportunities for partnerships. Many organizations also need practical assistance such as training workshops or teaching tools in order to more effectively develop formal partnerships or networks, especially with the private sector.

▸ ***Local government should play a role in developing and integrating the voluntary sector by placing this as a priority and investing additional resources.*** A formal model, integrated with the structures and functions of government, may be the most effective way to support the development of the voluntary sector in the new City of Hamilton.

Creating stronger links with business

- It is critical to develop a vision for a winning community that involves the private sector from the beginning, and not just at the point of seeking resources or support.
- Any effort to build multisectoral partnerships must use creative strategies to link the private sector with other sectors, particularly the voluntary sector. Incentives and marketing strategies could be used to bring businesses into community partnerships. Reward systems and community recognition might also be effective ways to encourage the involvement of the business community. Pursuing such strategies, however, would require an additional investment of resources, especially for the voluntary sector.
- ***Hamilton needs ways to identify or bring attention to community interests shared between business and the public and voluntary sectors. Such strategies should create opportunities to show what business can offer and how they can benefit from partnerships with other sectors. Shared language and understanding across sectors is especially important.***

Promoting diversity

- Diversity is one of the new City's greatest social assets. Rather than being divisive, diversity enriches and strengthens social cohesion by increasing opportunities for developing new partnerships and community resources.
- ***Any process to build multistakeholder, multisectoral partnerships must involve individuals from diverse backgrounds, including those who are most marginalized in Hamilton's communities.*** A winning community, by nature, is inclusive. Multisectoral partnerships would be ineffective without the meaningful involvement of affected stakeholders. Removal of systemic barriers and celebrating diversity as one of Hamilton's strengths are critical steps toward building a winning community. These steps, however, require additional resources and community leadership.
- Certain groups, especially those that are most marginalized, may not always be able to participate in formal initiatives to build winning communities, such as conferences, committees or community development projects. ***In building a winning community, it is critical to find ways to include the voices of the most marginalized members of the community.*** Through established connections, the voluntary sector may be in the best position, at the grassroots, to facilitate unique opportunities for citizens, especially those from marginalized groups, to participate in building winning communities.

Celebrating community

- Across the new city, Hamiltonians need to celebrate the strengths and successes of their communities. Projects like Our Millennium Hamilton-Wentworth demonstrate the value and importance of community celebration. Our Millennium Hamilton-Wentworth encouraged citizens to contribute to their communities and, in doing so, promoted civic engagement, partnerships and community pride. As a result, well over 1,000 "gifts" contributed to building winning communities in the Hamilton area. Such celebration fosters community pride, encourages volunteerism and reinforces community values such as respect for diversity and environmental protection. Community celebration also frequently involves various sectors and, thereby, fosters and develops multisectoral partnerships.
- The local voluntary sector contributes significantly to a positive image of Hamilton by bringing attention to community strengths and celebrating them. Such strengths include multiculturalism, volunteerism and environmentalism. ***Initiatives to build a winning community must seek out new opportunities to promote the strengths and assets in our communities, especially those that involve collaboration across sectors.*** The media should continue to play a key role in celebrating Hamilton as a winning community.
- Broad community celebration may be particularly important at this point in time as citizens grapple with their sense of connection to the new City of Hamilton, especially for those individuals who are living in the former surrounding municipalities.

RECOMMENDATIONS

In the next steps to building a winning community, we should focus on what is needed most:

- Leadership
- Multisectoral Collaboration
- Civic Engagement

Leadership

The new City of Hamilton needs leadership initiatives to **develop a vision** that fosters both multisectoral collaboration and civic engagement. Developing such vision requires leaders that are effective at brokering in the community and building bridges with a range of community partners, especially across sectors. A number of organizations have significant experience and success in such endeavours, including the Social Planning and Research Council, the United Way of Burlington, Hamilton-Wentworth, the Hamilton Community Foundation and others. These organizations may be best equipped to play a role in assembling the proposed leadership teams.

Two leadership teams, each composed of representatives from the public, private and voluntary sectors, would facilitate the proposed initiatives. One team would develop multisectoral collaboration; the other would develop civic engagement. As models of community leadership, these teams would demonstrate the benefits of collaborative ownership and shared objectives in the new City of Hamilton. The two initiatives would **encourage and develop community leadership** by facilitating the involvement of a range of stakeholders in community planning and decision-making, including stakeholders who are not in what may be traditionally regarded as positions of leadership. **Engaging diverse perspectives** would be integral to developing the leadership teams, as well as to developing multisectoral collaboration and civic engagement.

Multisectoral Collaboration

The conference demonstrated that one of the most successful ways to build multisectoral collaboration is to focus on problems that are broad and shared by all sectors. One leadership team would **develop a multisectoral strategy to address one or more shared community problems** such as poverty or urban renewal. By developing a model of tri-sector dialogue and collaboration, this initiative would increase the new City's capacity to address problems that require the commitment and contributions of all sectors. The model could serve as a learning resource for other broad problem-solving across sectors. Similar initiatives, such as Opportunities 2000, a community-based, multisectoral project to reduce poverty in the Waterloo region, have proven successful. The proposed initiative would develop multisectoral partnerships as resources for resolving complex, community problems, as well as for generating community-building resources such as multi-stakeholder networks and community leadership. The leadership team would facilitate the development of tools and strategies to assist organizations and community members to collaborate more effectively across sectors.

The initiative would **integrate the development of a multisectoral strategy** with existing efforts to resolve complex, community problems in Hamilton. Significant efforts are already underway, such as ACTION 2020, to promote sustainable development and social equity. Ownership, commitment, resources and accountability, from all sectors, are required to move these forward. The initiative would support and integrate such efforts by involving them, where possible, in the development of strategies.

Civic Engagement

Civic engagement is critical to building a winning community, especially in terms of diversity, community celebration and voluntarism. The second initiative would **develop and promote civic engagement by helping to build the capacity of the local voluntary sector.**

The voluntary sector is an important agent of civic engagement. It contributes enormously, in ways that are not always measurable, to the social and economic prosperity of communities. With less funding support and a growing demand for services, Hamilton's voluntary sector needs new, creative resources to continue the important work of helping diverse communities to prosper. In an age of smaller government, the voluntary sector is increasingly a place where citizens exercise many of their democratic rights and freedoms, as well as contribute to the common good. Hamilton's rich voluntary sector provides myriad services in the community, contributing significantly to quality of life across the new City. It is also the place where many citizens volunteer, acquire knowledge and skills, celebrate their communities and contribute valuable resources. The voluntary sector has a long history of successfully bringing diverse groups to work together for the benefit of the community, in matters ranging from the environment to public health. These are just some of the reasons why supporting the development of the local voluntary sector is central to civic engagement.

To build civic engagement, this initiative would assemble a tri-sector leadership team to **facilitate a process to better understand needs and opportunities for developing the local voluntary sector.** From there, the initiative would **facilitate the development of a model to enhance, support, integrate and recognize the contributions of the voluntary sector** in the new City of Hamilton. Similar initiatives have proven successful in amalgamated municipalities, including the VI TAL model in the new City of Ottawa. The proposed initiative would integrate existing efforts and resources in the community.

CONCLUSIONS: WHAT'S NEXT?

At the end of Building a Winning Community, many delegates left with the question – “What’s next?” It is a question that resonates here, in the conclusions to this report. Indeed, the question is critical to making the conference the catalyst that it was intended to be. The question points to the importance of expanding the conference initiative with concrete actions in the community. Without such action, the conference initiative would end here, with this report, rather than being a starting point for the work that is required to expand multisectoral collaboration and civic engagement, as the recommendations suggest.

The planning committee set out to plan and hold a conference that would help to illuminate what is needed to build a winning community in the new City of Hamilton. In this regard, the conference was successful, identifying important priorities, based on input provided by over 200 community leaders. The conference was not intended to provide an exhaustive account of the community’s priorities, but rather a map with some useful signposts. It was also not intended to create a detailed plan for further community action. That work is yet to be done. Reporting the conference outcomes represents the completion of the planning committee’s original commitment to this initiative. The conference, therefore, could be considered the first phase of a larger and longer project to build a winning community. The question – “What next?” is one that community leaders, from all sectors, must now work together to answer.

Eric Leviten, of the Caledon Institute of Social Policy, shared two helpful conclusions about multisectoral collaboration, which are worth repeating here.

1. Multistakeholder, multisectoral partnerships are not easy to develop. They are time consuming and labour intensive, requiring patience and perseverance. They also require committed leadership and skillful facilitation. For all sectors, they require an additional investment of resources to develop and sustain.
2. Multistakeholder, multisectoral partnerships are productive. They enable communities to do more and to do it better. In addition, they generate a range of community resources, including leadership, networks and community problem-solving.

Building a community through multisectoral, multistakeholder collaboration is a difficult journey. One must look no further than the conference to see how this is true. In spite of efforts to facilitate multisectoral participation in “Building a Winning Community”, success was limited, particularly with respect to the private sector. Evelyn Myrie, conference moderator, challenged the mostly voluntary sector audience to move discussions about building a winning community into other sectors, to break down the walls that we place around such discussions and to understand that the same discussion may be going on elsewhere, but with different words. In the journey of building a winning community, shared language is critical.

In his remarks, Winston Tinglin noted the importance of engaging citizens in the journey of building a winning community. “A winning community, if it means anything, must at least mean that people come together around a shared vision, people who embrace the community’s interest as their own and are prepared to invest in strategies that lead to sustained growth rather than short term solutions that fail to tackle deeply rooted problems.” Citizens are already building winning communities across the new City. “When talking about community,” as Mr. Tinglin noted, “the whole is greater than the sum of its parts.” To build the larger winning community, we must continue to build the diverse communities that comprise the new City of Hamilton. Commitment and collaboration, from all sectors, unite the steps that are necessary to do so.

KEYS TO SUCCESSFUL COLLABORATION*

The following factors are important considerations in developing community partnerships and collaboration, especially across sectors.

Environment

- history of collaboration or cooperation in the community
- supportive community and public policy context

Membership

- mutual respect, understanding and trust
- appropriate cross-section of members
- members see collaboration in their self-interest
- ability to compromise

Process/Structure

- participants perceive that benefits of collaboration outweigh the costs
- members have a sense of ownership over both process and outcome
- partnership approach is diffused through the participating organizations, not isolated among one or two individuals or offices

Communication

- open and frequent communication
- formal and informal communication links

Purpose

- concrete, attainable goals and objectives
- shared vision

Resources

- sufficient funds
- skilled facilitation

* based on a literature review conducted by the Wilder Foundation, St. Paul Minnesota – *taken from Eric Leviten's speaking notes, "Building Community through Partnership"*

DELEGATES' PROFILE

Number of delegates:	231
Representation by sector:	
Private (business):	10
Public (government):	44
Voluntary (non-profit):	136
Not identified:	41

Organizations Represented

ACTI ON 2020, Affiliated Services for Children and Youth, Ancaster Community Services, Association Canadienne Francaise Ontario, Big Brothers of Building, Hamilton Wentworth, Big Sister Youth Services, BRI DGE, Burlington Community Foundation, Caledon Institute of Social Policy, Canada Customs & Revenue Agency, Canadian Heritage, Canadian National Institute for the Blind, Canadian Red Cross, Catholic Children's Aid Society of Hamilton-Wentworth, Catholic Family Services, Central West Health Planning Information Network, Children's International Learning Centre, City of Hamilton, Community Adolescent Network, Community Child Abuse Council, Community Health Care Centre, Community Information Service, Contact Hamilton, Creative Youth Services, Crossfire Assembly, Diocese of Niagara, Diverse Community Achievement Centre, Dofasco Inc., Dundas Community Services, Ecumenical Downtown, Enmark Associates, Family Services of Hamilton, Federal Government of Canada, Flamborough Information & Community Service, Freedom House, Glanbrook Home Support Programme Inc., Good Shepherd Centres, Grant Thornton LLP, Grimsby Museum Board, Hamilton & District Chamber of Commerce, Hamilton & District Literacy Council, Hamilton Association for Community Living, Hamilton Community Foundation, Hamilton Community Net, Hamilton Cultural Interpreting Services, Hamilton District Health Council, Hamilton East Community Services / Grocer-ease, Hamilton Folk Arts Heritage Council, Hamilton Habitat for Humanity, Hamilton Health Unit, Hamilton Junior Chamber of Commerce, Hamilton Labour Council, Hamilton Mountain Legal & Community Services, Hamilton Police Services, Hamilton Portuguese Information Centre, Hamilton Public Library, Hamilton Region Conservation Authority, Hamilton Urban Core Community Health Centre, Hamilton Wentworth Catholic Child Care Centres, Hamilton Wentworth District Health Council, Hamilton Wentworth Training Board, Hamilton-Wentworth District Health Council, Hamilton-Wentworth District School Board, Hamilton-Wentworth Training Board, Housing Help Centre, Human Resources Development Canada, Inasmuch House - Mission Services, Industry Education Council of Hamilton, Interval House, John Howard Society, LOCAL 5167 CUPE, McMaster University, McQuesten Legal & Community Services, Meredith Associates, Mission Services of Hamilton, Inc., Mohawk College, Multiple Sclerosis Society, Neighbourhood Watch Keith, New Choices, Niwasa Head Start Preschool, Ontario Trillium Foundation, Ottawa Street YWCA, Seniors Centre, Our Millennium Hamilton-Wentworth, OWN, Planned Parenthood Society of Hamilton, Religious Society of Friends "Quakers", Reservoir Park Renewal Committee, Roxborough PARC Community Centre, SAM Program, Self Help Network, Settlement and Integration Services Organization, Social Planning & Research Council of Hamilton-Wentworth, St. Joes Health Care, Mountain Division, St. John Ambulance, St. Joseph's Health Care Foundation, St. Matthews House, St. Vincent De Paul, Status of Women Canada, The Canadian Network for Community Development, The Salvation Army, Today's Child - Caring for your child, United Way of Burlington, Hamilton-Wentworth, Urban Native Homes, VHA Health & Home Support, Volunteer Centre of Hamilton & District, VON Hamilton-Wentworth, Wesley Urban Ministries, YMCA of Hamilton/Burlington, YWCA of Hamilton

KEY TERMS

Partnerships*

Partnerships are voluntary relationships, based on shared authority, trust and respect, in which two or more parties work cooperatively to achieve shared goals. Key elements of partnerships include shared responsibility, joint investment of resources, shared accountability and mutual benefits.

Multisectoral Partnerships

A multisectoral partnership involves the broad-reaching, coordinated efforts of two or more different sectors for the purpose of achieving shared goals, which no one sector acting alone could achieve.

Voluntary Sector**

The voluntary sector includes organizations whose work depends on:

- serving a public benefit
- volunteers (at least for the organization's governance)
- financial support from individuals and communities
- limited direct influence from governments

This includes not only charities, but volunteer groups, incorporated or not, that make significant contributions to communities but do not qualify for charitable status. Such groups include service clubs, neighbourhood associations, advocacy groups and community development organizations, among others. The term "voluntary sector" is intended to reflect the sector's essential spirit, not the nature of its labour force. It is the sector's core, not its edges, which matter.

Diversity

Diversity is a dynamic, positive force in the development of healthy communities. It is as complex and fluid as the different identities, priorities and values that exist within any community.

Sustainable Development

Sustainable development uses holistic approaches to improve quality of life in communities. The basic premise of sustainable development is that economic, social and environmental prosperity are intrinsically linked. From community perspective, the well being of individuals cannot be sustained without a healthy environment and is equally unlikely in the absence of healthy economy.

Civic Engagement

The term civic engagement broadly implies the active involvement of citizens in all manner of public and community affairs. In this sense, it forms the fundamental basis of a democratic society and includes such activities as volunteering and voting.

* based on a definition from the Caledon Institute of Social Policy

** based on a definition from *Working Together, A Government of Canada/Voluntary Sector Joint Initiative, Report of the Joint Tables, August 1999*

RECOMMENDED READINGS

"Strategies for a Caring Society" by Sherri Torjman, Caledon Institute of Social Policy
www.caledoninst.org/full107.htm

"Are Outcomes the Best Outcome?" by Sherri Torjman, Caledon Institute of Social Policy
www.caledoninst.org

"Building Community through Partnership: Speaking Notes for "Building a Winning Community: visions and challenges for the new City of Hamilton" by Eric Leviten, Caledon Institute of Social Policy
www.caledoninst.org

"A Call to Alms: The Voluntary Sector in the Age of Cutbacks" by Andre Picard, Atkinson Fellowship in Public Policy
www.atkinsonfdn.on.ca/publications/fellowship/picard.html

Social Planning Council Bulletin: "Amalgamation in Ottawa-Carleton: New Challenges, New Opportunities" by the Social Planning Council of Ottawa-Carleton
www.spcottawa.on.ca

"Volunteer Involvement Through Access and Leadership, The VI TAL Model: Defining the Role of the Voluntary Sector in the new City of Ottawa" by the Voluntary Project Team, December 2000

"Local Services Realignment: a user's guide" by the Association of Municipalities of Ontario
www.amo.on.ca

"Five Building Blocks for Successful Communities" by Suzanne W. Morse from The Community of the Future, Drucker Foundation, Jossey-Bass, 1998

World Class: Thriving Locally in the Global Economy by Rosabeth Moss Kanter, New York: Simon & Shuster

"Working Together", A Government of Canada/Voluntary Sector Joint Initiative, Report of the Joint Tables, August 1999
www.vsr-trsb.net