

## Executive Summary

### ***Introduction***

We are living in times of great change. More and more is being asked of not-for-profit organizations providing human services, while the stable funding base of those same agencies dwindles year after year. New social issues and community needs continue to emerge, calling for a response. What are they? What are their root causes? How and where should they be addressed?

*Oakville: An Audit of a Community in Transition* is an effort to understand and respond to this situation, based not only on the ideas, concerns, questions, thoughts and experiences of individuals who live in Oakville and of organizations that serve its residents but also on recently released Census information in three areas:

- demographic characteristics
- household and family characteristics
- socio-economic characteristics

The identification of these issues, problems and concerns, by their nature evolving, dynamic and changing, contributes to the definition of social issues that need further consideration and the allocation of resources, human and financial. This process of identification is a necessary part of developing proactive strategies that will promote the healthy and sustainable development of Oakville.

The research protocol for this study establishes a multiple methods approach to data collection. It is comprised of seven means of gathering data: (i) analysis of statistical data from the Census, (ii) secondary sources, (iii) key informant interviews, (iv) structured interviews with agencies funded by the United Way of Oakville, (v) a questionnaire to community organizations in Oakville, (vi) a questionnaire to selected businesses participating in the United Way campaign, and (vii) a questionnaire to a random sample of residents of Oakville.

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### ***The Changing Face of Oakville: Past Perceptions to Present Realities to Future Thoughts***

This section of the report develops a demographic and socio-economic profile of Oakville using quantitative information based on Census data from Statistics Canada. This demonstrates changes in Oakville over time. Where appropriate, projections related to demographic trends are presented and analyzed. It also explores complementary qualitative information based on the study participants' responses to questions in the interviews and surveys that focused on their current perceptions of the Town of Oakville and changes over the past two decades. Both the quantitative and qualitative information are presented in an integrated fashion, as each complements the other and together provide a more complete analysis. There are many changes that affect the future of the Oakville community. Its ability to cope with these changes, especially in terms of the provision of human services, is a concern.

Some highlights captured by Census information in the report are<sup>1</sup>:

- that the 65+ age group has increased from 8% of the population in 1986 to 10% of the population in 1996
- that the female lone-parent families increased in size by 40%, constituting 12% of all families with children in 1996, an increase of 2% from 1991
- that increase in population of different ethnic groups has occurred between 1991 and 1996. Groups that show increases include Chinese, Polish, Italian, East Indian and Portuguese
- that Oakville has a visible minority community of which the largest visible minority groupings are South Asian, Chinese and Black
- that there has been a dramatic increase from 27% in 1991 to 72% of renters and respectively 18% to 23% of home owners who are paying more than 30% of their household income on shelter costs
- that one in four youth (defined by the Census as 15-24) are not attending school
- that there has been an increase of 81% in the number of poor families between 1991 and 1996. This figure is well above the rate of population growth. As well, the number of low-income unattached individuals increased by 22% between 1991 and 1996

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<sup>1</sup> For the analysis and implications of census statistics, see the full report. Census definitions are also explained.

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- that the unemployment rate in Oakville is 5.6%, the same as Halton's and lower than the 9.1% for Ontario. However, youth unemployment is 14%, an increase of over 4% from 1991.

Respondents fear services will not be able to keep up with these changes, and worry about the health and well-being of those individuals without the financial means available to many in Oakville. Population growth, population aging, housing costs, public transit, and recreational opportunities are also highlighted as concerns. While there is general satisfaction with the performance of local government, concern about future economic development is identified. Respondents affirm the ongoing need to develop local business opportunities so that Oakville will not be dependent on one industry, nor on its status as a commuter community for Toronto. Environmental issues such as air and water quality are also very important to respondents who are virtually unanimous in identifying these as critical and continuing concerns.

### ***Oakville: A Healthy and Caring Community***

Over the last decade, studies conducted by the Halton Social Planning Council, the United Way and local and regional governments systematically document the same human service problems through time. They are:

shelter, employment, income security, food security, daycare, violence, recreation and culture, long term care, transportation, education and training, community awareness, co-ordination and planning, volunteerism.

All respondents concur that this list adequately outlines existing and ongoing problems in the Oakville community. However, they identify two critical service gaps that complement this list. They are:

*i) Services of all kinds to Oakville youth*

The respondents believe that the young people of Oakville have been left aside in the planning of social supports and activities that would incorporate them into the community as important young citizens with rights and responsibilities. The list of the gaps in supports to Oakville's youth is extensive and ranges from: i) empowering youth to participate in the identification and

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solution of their problems; ii) developing programs that respect and reflect the lifestyle and social integration needs of youth; for example, activities that remain open after midnight; iii) training and employment programs that face head-on the high unemployment rates of young people; iv) crisis services such as emergency shelter; v) substance-abuse programs and vi) community activities that incorporate and view youth as a community asset that is a much-needed resource in building a better community.

Again the issues of quality daycare and the need for universal public daycare are brought forward as a continuing quandary yet to be resolved but very much on the agenda of respondents. Daycare is integral to the development of a continuum of supports for our young and their families.

ii) *Services and issues associated with a multicultural community*

Services and programs that respond appropriately to a multicultural population are raised as emergent needs. Respondents note the changing demographics of Halton, and recognize that many new residents reflect the diversity of groups represented in Canadian immigration patterns. Many respondents talk of the need to plan appropriate services and to facilitate existing services and programs so that they can adapt themselves to be relevant to different cultural and racial groups. Funding is clearly an issue if Oakville is to avoid tensions and stresses associated with diversity. Meeting the needs of a multicultural population is an issue of equity for all residents of Oakville and the rest of Halton.

Respondents also emphasize a number of areas of concern that they believe are in danger of being pushed off the public agenda only to disappear in our indifference. They deserve special consideration.

- *Critical problem area: Affordable Housing.* Respondents voice a preoccupation with the cost of housing in Oakville.
  - *Critical problem area: Emergency Services.* Respondents believe that people in Oakville do not have access to adequate emergency services such as crisis intervention or emergency
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shelters. Individuals in need of such services often must seek them outside Oakville and, for that matter, outside the region.

- *Critical problem area: Services to an Aging Population.* Respondents are concerned that the gains made in community supports, health, and social services for the older population are not expanding as the population ages. In addition, they are concerned that the underfunding of services and the devolution of service responsibilities to lower levels of government will seriously affect the quality of services and accessibility to such services.
- *Critical problem area: Deterioration of Hospital and Health Services.* Study respondents express concern over the deterioration of hospital-based services. Respondents believe that the demand for such services cannot be met in the present circumstances.
- *Critical problem area: Poverty.* Poverty – the lack of financial resources to purchase basic necessities and to access opportunities – interacts with all the issues identified in the study and exacerbates them. Poverty is a social situation that divides the Oakville community into two groups: the ‘haves’ – those enjoying the benefits of society and the ‘have-nots’ – those merely surviving.

When queried as to why the above problems have persisted over time, the responses of those participating in the study move us to discussions of root causes and processes that must be addressed as a precondition to the solution of the problems discussed. It is a look at the “underside” of a prosperous community located, by international standards, in a prosperous province and country.

Respondents indicate that the persistence of these problems is due to a number of factors, as listed below:

- Changing values of collective responsibility
  - Equity
  - Structural organization of society
  - Leadership and lack of political will
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- Awareness and “being informed”
- Long-term vision and prevention
- Research and development
- Agency territoriality

As study participants reflected further on their perceptions of important social problems through time, other issues that disturbed them are issues of governance. Public policy decisions are being made that affect the nature of our caring system but without the participation of knowledgeable individuals and groups, without supporting data or without pilot projects to prevent adverse effects on people’s lives. The increasing privatization of the not-for-profit sector is justified only on ideological grounds that the market is more efficacious. Massive changes are overburdening the existing system creating problems of service quality, accessibility, appropriateness, and volunteer and paid staff burnout.

Respondents indicate the need for strong and visionary leadership in government and in the community in order to forge ahead toward a healthy community.

### ***Future Action to Alleviate Social Problems: Nurturing Social Creativity***

Most respondents readily admit that the search for solutions to alleviate the continuing social problems in a community is not easy. It requires the will of multiple sectors of the community in the form of partnerships, a disposition to unmask reality rather than obscure it, good and reliable information, debate on the full nature of problems, consensus-building, financial and human resources, the identification of community assets, and creative social experimentation.

The solutions to social problems affecting one group in our society ultimately affect us all. A number of respondents reflect on the loss of responsibility to the collective and express the notion that we must revisit our values associated with collective well-being.

Respondents believe that the *active participation of people*, as individuals and through organizations, contributes to the clear identification of community issues and social problems

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and the mobilization of community assets to resolve them. The rigidities of government and the lack of flexibility of agencies often inhibit creative responses to social issues. Often at the decision-making table important actors are not present, or if they are participating, their voice is neutralized by unreasonable constraints or boundaries placed around their deliberations.

*Developing active partnerships* is one way of working in a community. However, partnerships are meticulously constructed and, in fact, can be quite diverse. Partnerships are based on a network of relationships founded on trust, where people in the community and business cooperate and collaborate as they work towards common goals that create positive changes. Together, different sectors bring synergism to a problem-solving activity.

*Funding* is an issue of investment in a system of social supports that creates opportunity for many in a society. Unfortunately, a prevailing set of values suggests that social investment at this time is not possible, that human services are a superfluous set of activities serving only a few, that these services are costly and that those working in this field are somehow less competent than those in the private sector and that they should be made accountable, as if they were not, for what they do and how they spend. Four important points emerge in this study related to funding: i) funding should reflect a society's and community's vision of social supports; ii) funding must be commensurate with the job to be done; iii) funding should recognize the value of the not-for-profit sector; and iv) fundraising at the agency level takes energy away from the 'business of the agency.'

Respondents support the need for *applied research, for the compilation of information, and for a critical analysis of that data* as important to informed decision-making. Planning and the implementation of demonstration projects point to successes that can be more fully implemented in the future.

One important area that will contribute to alleviating social problems is *information*. With information about the community, citizens, organizations, and politicians can promote the development of a healthy community.

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The respondents are all aware that one of Oakville's community assets is the involvement of community members as *volunteers* in the myriad of activities that strengthen community, build social cohesion, and influence quality of life. However, volunteers and volunteerism as a community development practice must be nurtured and supported.

### ***Oakville: From the Local to the Global***

The last decade has made us aware of the impact of events far removed from local neighbourhoods. Respondents do see a relationship between global trends, restructuring and local issues. The consensus is that the changes occurring at the global level will profoundly affect the organization of supports at the local level. We will see:

- *Increased pressure.* Respondents believe that not-for-profit agencies will feel increased pressure to meet rising demands for social and health services. However, they also feel that the increasing demands will not be met with increasing financial resources for service expansion in a financial environment marked by fiscal restraint and fewer resources being made available.
  - *Quality of Service.* Those working in United Way-funded agencies and community organizations are unanimous in their perception that if society values and desires that continuum of supports provided by agencies and community organizations, which sustain and assist many people in our community at different moments of their lives, then they cannot further reduce the resources flowing to this sector. These social and health supports are not just for the poor and most vulnerable but serve people from all socio-economic groups and from all ethnic backgrounds. The dilemmas described by those in the field clearly suggest that the quality of service provision will be negatively affected by the changes occurring in our political and economic systems.
  - *Changing Ideology of Care.* Some respondents point out the shift from collective responsibility to individual responsibility for those in need.
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- *Growing Gap between Haves and Have-Nots.* The impact of the processes of globalization and devolution of responsibilities to lower levels of government will create growing disparity and inequity in the Oakville community.
  - *Privatization and Two-Tiered System of Services.* The prospect that access to social and health services will rest on an ability to pay basis raises the spectre of a two-tiered system of human services – one for those who can pay and another one – a public system for those without resources. In other words, the future holds a seemingly efficient, modern and supposedly competent system for those with financial resources and one based on charity and shortcomings for the ‘have-nots’.
  - *Greater Reliance on Volunteerism and Self-Help Movements.* As limited human and financial resources bind the service of agencies and as the capacity to pay for a service increasingly defines access, it is felt that the need for volunteerism and volunteers and self-help groups will grow.
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## Conclusions

In the voices of the people who live and work in Oakville, we discern the following:

- A perception that an *immense void exists in vision and leadership*, a void which by its presence creates problems, but which also means there is room to design creative and viable alternatives to resolve the present human service problems in our community.
- A perception that the activity of the United Way and other human service agencies should exist within *a framework* whose description fits that of *sustainable social development*.<sup>2</sup> In other words, the activities of agencies must, be permitted and encouraged to be, and must be seen as, more than ‘units of service’. Rather, they must be conceived of, directed toward, and recognized as contributing to something much bigger – an overall design for the construction of a healthy, more equitable community. Responses indicate that this framework, if it is to be viable, must incorporate objectives such as:
  - i) the satisfaction of basic human needs
  - ii) the encouragement of growing levels of self-reliance,<sup>3</sup>
  - iii) the growing connection (coherent and consistent relations of balanced interdependence) between people and their environment, people and technology,

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<sup>2</sup> The United Nations Development Program defines sustainable human development as “the enlargement of people’s choices and capabilities through the formation of social capital so as to meet as equitably as possible the needs of current generations without compromising the needs of future generations.” They define social capital as the glue that creates social cohesion: “social capital goes beyond building individual human capacity. It recognizes that the enlargement of people’s choices and capabilities makes sense only in the context of forms of voluntary collective action. ... People must be encouraged to invest in collaborative relations with each other that stem from their own initiatives rather than from distant official sources. Social capital provides the basis for restoring trust in social and political interactions. Restoring such trust will require that interactions and relations between individuals and social groups are considered as an important aspect of the social and ecological fabric. Indeed it is the complexity and diversity of such non-coercive social regulations that hold societies together and gives them a humane character.” (Banuri, Hyden, Juma and River, 1994, pp. 6-7).

<sup>3</sup> Self-reliance is defined in the development literature in the following manner: “Understood as a process capable of promoting participation in decision-making, social creativity, political self-determination, a fair distribution of wealth, and tolerance for the diversity of identities, self-reliance becomes a turning point in the articulation of human beings with nature and technology, of the personal with the social, of the micro with the macro, of autonomy with planning, and of civil society with the state.” (Max-Neef, Elizade, Hopenhayn, 1989, p.48).

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global processes and local activity, the personal and the social, and between civil society and the state.

- A perception that people should be *active participants* in the development of their community. Clear concern emanates from respondents about the need to create those conditions wherein individual members are the primary protagonists in community development. Little room for the active participation of people occurs in gigantic systems, hierarchically organized, and within which decisions flow from the top down. If problems are to be truly and creatively resolved, frustrated respondents echoed time and again, all members of a community must be involved. These sentiments go well beyond the practices of liberal democracies which, despite best efforts, exclude many people, depriving them of channels of social participation and access to political power.
  - A perception that a shared, sustainable social development framework *emphasizes the importance of and deliberately seeks to empower social actors* (leaders), the role of social participation, and the role of local communities in the development of a truly civil society. Such a framework supports a participatory and democratic culture. The challenge is to move people from being the traditional **objects** of development towards taking a leading role in shaping development, for true development must emanate directly from the actions, expectations, and creative and critical awareness of the protagonists themselves.
  - A perception that the presence of *visionary leadership that supports social solidarity* is an important issue in the development of a healthy community. Without leadership and vision, people find it difficult to respond to needs in the community beyond their own or those of their immediate families.
  - A perception of the need for *critical reflection on the problems facing the community* and, more important, on the urgent need to develop new forms of social, economic, and political praxis. One immediate challenge is the generation of a fruitful and expansive dialogue in pursuit of constructive interpretation of the issues and work on the proposed solutions identified by Oakville agencies, organizations, and residents.
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- A perception that we must find *new ways to pursue and share knowledge*, in order to create critical awareness throughout the community. New methods of ensuring and encouraging involvement in participatory research and equally, developing greater variety in the ways that knowledge is shared and communicated, are needed. It is not enough for information to be simply available to people; if it is to be used, digested, thought about, acted upon, that information or other forms of knowledge must be relevant to the interests of the members of the community.
- A perception that public discourse is full of *euphemisms* and worse, *doublespeak*, where words no longer fit with the facts, or become so bloated or vague or ambiguous that they are deprived of meaning. In such a situation, people cease to understand or come to understand all too well and cease to believe and, as a consequence, become cynical and withdraw, or become impotent, perplexed individuals.
- A perception that we live and work in a way that overlooks the *growing complexity of and interdependence of issues in the society* in which we are immersed. This oversight leads to false debates and the false identification of problems. Solutions are too often designed without understanding or addressing the root causes of the problems they seek to alleviate, or their relationship to one another. The perception exists too that government, funders and agencies arrogantly develop programs for people before we know what people need and want – and what will work for them!
- A perception that the complexity of reality challenges us to adopt *new understandings based on transdisciplinary approaches*.<sup>4</sup> Support for this reorientation comes from the fact that analyzing a specific problem virtually always requires looking at a web of complex issues

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<sup>4</sup> Transdisciplinary is an approach that, in an attempt to gain greater understanding, reaches beyond the fields outlined by strict disciplines. While the language of one discipline may suffice to describe something (an isolated factor), and interdisciplinary effort may be necessary to explain something (a relation between factors). By the same token, to understand something (a system as interpreted from another system of higher complexity) requires a personal involvement that surpasses disciplinary frontiers, thus making it a transdisciplinary experience. (Max-Neef, Elizalde, Hopenhayn, 1989).

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that cannot be separated easily and cannot often be resolved through the application of conventional policies or praxis founded in traditional disciplines and/or sectors.

- A perception that *human need is **not** constantly changing*. What changes is the particular form or shape those needs may assume in a given community, culture, environment or historical period, as well as the way those needs are satisfied – which again will vary according to community, culture, environment, and historical period. This belief, expressed over and over again by respondents, is of enormous importance for the human services. It clearly implies that our concerns should be focussed not on naming the needs but on finding the current and appropriate way to meet them.
  - A perception of *the interrelatedness of social problems* such that we can only conclude that all human needs are interrelated and interactive.
  - A perception that *needs are satisfied within three contexts*:
    - i) with regard to oneself
    - ii) with regard to the social group
    - iii) with regard to the environment.
  - A perception that *we must reinterpret and greatly expand the concept of poverty*. The traditional concept of poverty is limited and restricted, referring exclusively to the situation of people whose income falls below a certain threshold. The voices of Oakville workers and residents remind us that people in this situation do, despite a certain unwillingness to accept the fact, live in Oakville. Beyond this, their descriptions of difficulties and, especially, their fears about the future give shape to very different forms of poverty - of lack. When real, basic, human needs are not adequately satisfied, there is poverty. Poverty of subsistence exists when people have insufficient income, food, and shelter. Poverty of protection occurs when violence is a threat or the health system deteriorates to a point where it can hurt as often as it helps. Poverty of understanding due to poor quality of education or lack of information; poverty of participation founded in the marginalization of and discrimination against women, children, and minorities. There are in fact many poverties. Each form of
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poverty generates pathologies – literally “disease” of one kind or another, often of more than one kind.

An example of a persistent problem that currently influences the poverty and well-being of our young people is unemployment. While not a new problem in the industrialized world, all signs currently seem to indicate that unemployment now is different, that it has become virtually a structural component of our current economic system.

People who suffer extended unemployment typically go through an emotional roller coaster experience that includes at least four phases: i) shock; ii) optimism; iii) pessimism; iv) fatalism.

The last phase represents the transition from frustration to stagnation and from there to a final state of apathy, wherein the individual reaches his/her lowest level of self-esteem. In addition, extended unemployment totally upsets an individual’s basic needs system. Struggling to achieve subsistence, an individual may well feel increasingly unprotected. Crises in family life are common, with guilt and resentment taking an increasingly destructive toll on affections, support, and participation in relationships. That very lack of participation increases feelings of isolation and marginalization, and declining self-esteem may well generate marital and family breakdown, solace sought in substance abuse, violence, and a host of other pathologies.

And these pathologies not only affect individuals. Given the present circumstances of generalized economic uncertainty, not to say crisis, we can no longer think of pathologies as merely affecting individuals. We must necessarily recognize the existence of collective pathologies of frustration for which traditional treatments are inadequate or ineffective. Although unemployment is caused by economic processes, once it has reached critical proportions, in both quantity and duration, there is no economic treatment capable of solving the problem on its own. It has become an issue of transdisciplinary proportions.

- A perception that we are *obsessed with form*, allowing us to conceal our unconscious fear about the uncertainties underlying the problems. Law is confused with justice, and
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regulations with efficiency. Generosity is confused with charity and participation with favoritism. Echoes of this are heard often in the voices of respondents.

- A perception that we live in a period of transition which means that paradigm shifts are *not only necessary but also indispensable*.
  - A perception that we *must learn to respect diversity in our community* whether it be differences between people or differences in ideas. The coexistence and celebration of many differences enrich us.
  - A perception that a *critical and vigorous review of the concepts of efficiency, effectiveness, and accountability* – terms cloaked in self-righteousness and masked by ambiguity – is necessary.
  - A perception that *the connection between stable funding of the infrastructure of human services and their ability to serve the community fully and appropriately is still poorly understood by those who do not have to try and provide those services*. A kind of magical thinking persists, imagining that everything can be done with nothing. This thinking is tied to vague, ambiguous, and often misleading, feel-good statements about the importance of community and voluntary action.
  - A perception the neither *conventional nor non-conventional resources have been mobilized to support sustainable social development*. In terms of traditional resourcing, the ability of human service agencies is directly related to the presence of stable, ongoing, core funding. Programs require appropriate levels of funds if implementation is to proceed successfully. There is a perception that in the conventional funding system monetary and financial reforms are needed to allow public and private resources to relate better to local needs and to the disadvantaged. *The role of government as an allocator of resources to favour equitable and sustainable development is reaffirmed*.
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On the other hand, there is a growing sense that non-conventional resources must be mobilized in order to build community. They include i) social awareness; ii) organizational know-how and managerial ability; iii) popular creativity; iv) solidarity and the ability and willingness to provide mutual aid; v) expertise and training provided by supportive agencies; and vi) dedication and commitment from internal and external agents.

Unlike financial resources, non-conventional resources are lost only to the extent that they are not used. Non-conventional resources are plentiful. They also have a tremendous capacity to preserve and transform social energy into deep and lasting change.

- A perception that *true voluntary action (as opposed to merely unpaid work) as a form of community development* fosters creativity, mobilizes social capital and energy, preserves communal identity, deploys solidarity and utilizes organizational experience and popular knowledge for the satisfaction of individual and collective needs.

The clarification of these perceptions with all sectors of the Oakville community is one of the challenges of building a healthy Oakville. As daunting as it may seem, much action is already underway in the community toward this end, and there is much that should be supported. Respondents recommend that the United Way of Oakville adopt the following recommendations and that the family of United Way-funded agencies be encouraged to support these directions through program development:

### ***Recommendations***

1. That the United Way of Oakville's allocations supports the consensus on social issues evinced in this study by reaffirming the importance of responding to persistent and ongoing social problems. These persistent issues include:  
shelter, employment, income security, food security, daycare, violence, recreation and culture, long-term care, transportation, education and training, community awareness, coordination and planning, volunteerism
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2. That the United Way directs funds to service gaps and critical service problems identified by respondents, particularly issues related to youth and emergency services.
  3. That the United Way ensures that allocations reflect awareness of Oakville's growing cultural and ethnic diversity, and the emerging need for appropriate and specialized services. Of particular importance is the integration of different groups into the community.
  4. That the United Way recognize the crisis in affordable housing in Oakville, as identified by respondents, and support through information, education and advocacy changes to public policy that will make housing accessible.
  5. That the United Way's allocations recognize that Oakville's population is aging and that their needs will be increasing and expanding as resources to support services to them are dwindling and disintegrating.
  6. That the United Way takes into active consideration, as a subtext in its deliberations and allocation process, the presence of poverty of subsistence in Oakville and of other forms of poverty as discussed in this study.
  7. That the United Way acknowledge the legitimacy and value of prevention activities, and that allocations toward such activities are supported, alongside allocations to meeting current needs.
  8. That the United Way recognizes and actively supports through allocations the infrastructural needs of volunteerism in Oakville.
  9. That the United Way acknowledge as legitimate and necessary research, planning, and development activities of the not-for-profit sector, encouraging agencies to seek out and develop good data, to analyze it well and thoroughly, and to use it in decision-making processes.
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10. That the United Way accept the plea of respondents for assistance in creating and deepening the understanding of residents and other sectors of the Oakville community, of the nature, realities, and exigencies of the not-for-profit sector.
  11. That the United Way encourages, through allocations, the importance of advocacy as a legitimate and necessary activity of the not-for-profit sector regarding the issues it seeks to resolve and the needs it seeks to meet.
  12. That the United Way of Oakville allocates resources, human and financial, to assisting the community to fill the leadership voids, whether that is the leadership of individuals or agencies.
  13. That the United Way act as a nurturer of new partnerships in the community, actively seeking to connect not-for-profit agencies with members of the business community. Such activities will enhance, not undermine, the support of the business community for the United Way.
  14. That the United Way undertake to support, expand, and create anew, mechanisms, venues, and media that truly permit, invite, encourage, and support true participation in decision-making and sustainable social development by all members of the community.
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