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Redefining Canadian Citizenship: The Search for the Radical Middle

"Citizenship is more than a passport. It defines who "we Canadians" are and describes the kind of community "we" wish to become. Citizens have rights, they have responsibilities, and they need access to jobs, services and supports," says Judith Maxwell CPRN's President. "The past 20 years or so of economic restructuring and fiscal retrenchment have left the notion of citizenship in tatters."

In *Towards a Common Citizenship: Canada's Social and Economic Choices*, Maxwell argues that Canada's current prosperity provides an ideal opportunity to redefine what it means to be Canadian in the 21st century.

The paper traces the origins of an earlier view of Canadian citizenship – one that grew out of a generation's experience with the Depression and the Second World War. Governments pursuing a balance of economic and social policies created a blueprint for common citizenship that combined economic and social goals.

Buoyed by a strong economy during the 1950s and 1960s, living standards rose, a broad middle class emerged and many of Canada's core social programs, such as medicare, were introduced. As the prolonged period of post-war economic growth waned during the 1970s, fiscal problems mounted and new ideas about the roles of the state and of markets took hold.

"Citizenship is more than a passport. It defines who "we Canadians" are and describes the kind of community "we" wish to become."

"Driven by freer trade, fiscal deficits and new political forces, decisions were made that loosened the anchors of the old citizenship model and created new social deficits while getting Canada's economic house in better order," says Maxwell.

CPRN is a national not-for-profit research institute whose mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians, in order to help build a more just, prosperous and caring society.



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Canadians may have come to accept the increased role of markets in their lives, but the hardships of the 1990s have left their mark.

Maxwell describes the social tension created by cuts to public services affecting middle- and upper-income groups. These Canadians contribute a large share of tax revenue while receiving a shrinking share of public services, even as their confidence in the quality of those services is in decline. The result is an erosion of the common bonds once felt across incomes by Canadians who shared the same social benefits.

...any new model for Canadian citizenship "must be shaped by our history, our values, and the realities of the political, social, and economic context of the coming years."

"Canadians now find themselves pulled in conflicting directions – between the market and the state, between North American (and soon, perhaps, hemispheric) integration and independence, and between compassion and self-reliance," states Maxwell.

The paper examines choices Europeans and Americans have made when faced with similar conditions. Their experience is instructive, but Maxwell affirms that any new model for Canadian citizenship "must be shaped by our history, our values, and the realities of the political, social, and economic context of the coming years."



That reality includes a more pluralistic society with conflicting views on the choices Canadians should make. Managing that conflict and redirecting it towards positive change will enhance future debates about the rights, responsibilities and benefits of Canadian citizenship.

As a starting point for discussing the choices Canadians must make, the paper focuses on four core elements of social and economic policy:

- tax reform
- health care
- learning

- social transfers

To address the challenges, Maxwell calls for a "durable synergy between economic and social policies" that would include:

- A commitment to pay down the debt faster to provide more latitude to set levels of personal taxation and program spending in the future.
- Competitive corporate and business income taxes and made-in-Canada personal income tax rates.



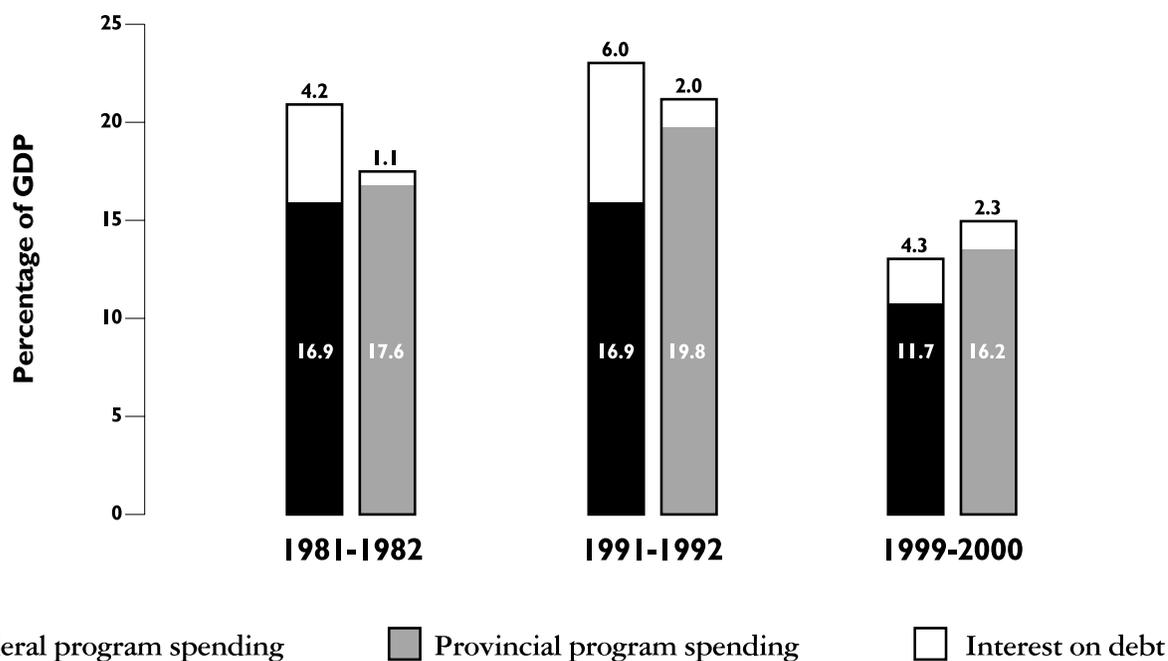
- Rethinking issues of access, accountability, and governance in Canada's health care system and finding ways to extend the principles of universality and accessibility to include home care and pharmaceuticals.
- The removal of barriers to equality and access to lifelong learning, especially for low income Canadians.
- Income supports for adults without work that are a balanced mix of social protection and incentives to work in the future.

■ Income supports for families with children to improve upon current measures and provide families with the support they need to make choices about work and caregiving.

“We can and should dare to be different from our trading partners. This does not mean a lurch to the left or the right. Rather, we are looking for the radical middle.”

“A package of policies along these lines would give Canada the scope to build a common citizenship consistent with economic success,” says Maxwell. “We can and should dare to be different from our trading partners. This does not mean a lurch to the left or the right. Rather, we are looking for the radical middle.”

Federal and Provincial Spending as a Percentage of GDP*



* Federal transfer payments are included both as federal spending and as provincial revenue, and are, therefore, double counted.
Source: Statistics Canada and Public Accounts.

The continuing burden of interest on the public debt carried by both federal and provincial governments still amounts to 18 cents of every tax dollar.



Housing as a Children’s Issue

The healthy growth and development of children depends in large part on living in safe, stable and secure housing. In fact, the quality, cost, tenure and stability of housing – along with the neighbourhoods and communities in which children live – all play a critical role in achieving positive results in children’s lives.

That’s the finding of Merrill Cooper, author of “Housing Affordability: A Children’s Issue”, a discussion paper from CPRN’s Family Network. It suggests the absence of housing from The National Children’s Agenda (NCA), one of Canada’s

most important initiatives for children’s well-being, is a serious oversight.

The healthy growth and development of children depends in large part on living in safe, stable and secure housing.

The NCA has made it possible for Canadian governments and Aboriginal leaders to work in partnership to strengthen policies related to children. In particular, the NCA promotes children’s health, safety and security, success at learn-

ing, and social engagement and responsibility.

But the omission of housing in this “comprehensive strategy” prompted CPRN to examine how the quality of housing influences the health and well-being of children.

Cooper demonstrates that achieving each of the NCA goals is intrinsically related to housing. Reviewing research based on the National Longitudinal Survey on Children and Youth and other studies, she demonstrates the connection between housing and other factors that contribute to good child outcomes.

CMHC, Provinces and Territories	Housing Expenditures		
	1993-1994 (\$ millions)	1999-2000 (\$ millions)	Percent change
Newfoundland and Labrador	18.1	8.0	-55.8
Prince Edward Island	2.3	3.2	39.1
Nova Scotia	24.2	14.3	-40.9
New Brunswick	32.7	31.8	-2.8
Quebec	286.3	288.3	0.7
Ontario	1,140.9	837.1	-26.6
Manitoba	46.6	43.2	-7.3
Saskatchewan	43.1	40.5	-6.0
Alberta	287.3	93.2	-67.6
British Columbia	83.4	90.9	9.0
NWT/Nunavut	69.7	114.4	64.1
Yukon	4.9	11.1	126.5
Total – Provincial and Territorial	2,039.5	1,576.0	-22.7
CMHC	1,944.9	1,927.9	-0.9
Total – All Canada	3,984.4	3,503.9	-12.1



However, in 1993, the federal government stopped funding new social housing. It subsequently began devolving responsibility for social and affordable housing to the provinces and territories. Since then, provincial and territorial expenditures on social housing – as well as stocks of affordable housing – have declined precipitously. And private markets have not filled the gap (see table on page 4).

CPRN has identified adequate income, effective parenting, and supportive community environments as three enabling conditions required to ensure children’s well-being and healthy development.

Economic restructuring has exacerbated housing problems. As the number of poor young families with children increases, and as income polarization limits access to reasonably priced housing in urban cores, the number of tenant households in Canada in “core housing need” has risen – by 33 percent between 1991 and 1996.

“In core housing need” means families are in accommodation that requires major repairs, is crowded, and consumes more than 30 percent of before-tax household income. (And more than 30 percent of their income would be needed to pay the average rent of alternative local markets.) Fifteen per cent of Canadian children are living in “core housing need.”

Economic restructuring has exacerbated housing problems.

CPRN has identified adequate income, effective parenting, and supportive community environments as three *enabling conditions* required to ensure children’s well-being and healthy development (Stroick and Jenson, 1999). Good housing both *affects* and *is influenced* by these conditions. Income affects the quality and type of housing a family can afford. When housing is inadequate, children’s health and well-being are directly affected. And if a large or disproportionate amount of income is spent on housing, then less money is available for other necessities.

...in 1993, the federal government stopped funding new social housing. It subsequently began devolving responsibility for social and affordable housing to the provinces and territories.

Poor housing is usually situated in poor neighbourhoods. Risk factors associated with these neighbourhoods interact with low family socioeconomic status and contribute to unfavourable child outcomes.

If the objective is to improve child outcomes, then housing is a key

component of any comprehensive policy framework addressing the needs of children and their families. The NCA provides a unique opportunity for governments to come together to develop a long-term housing strategy within the context of promoting good outcomes for children. Some measure of “housing need” will therefore be a useful indicator of Canada’s progress towards achieving positive outcomes for all of Canada’s children.

What is Social Housing?

The term “social housing” refers to all forms of *publicly-assisted* housing: *public housing, non-profit housing, cooperative housing, and rent supplement units*. Social housing involves the payment of ongoing subsidies by governments to supplement the rents paid by tenants, which are usually set at or below the affordability/core housing need threshold level (i.e., no more than 30 percent of household income is being spent on shelter and utility costs combined). (Canada Mortgage and Housing Corporation, 2000).



Selected Excerpts from *Housing Affordability: A Children's Issue*

According to the Canada Mortgage and Housing Corporation (CMHC), 1996 census data reveal that “the vast majority of children live in shelter environments that meet or exceed current housing standards.” However, 15 percent of households with children (516,000 households) live in core housing need, meaning that either: (1) the housing requires major repairs; (2) it has insufficient bedrooms; or (3) shelter costs including utilities consume more than 30 percent of before-tax household income...

At present, Canada is the only industrialized country without a national housing strategy.

Low-income families are increasingly unable to afford adequate accommodation. They are forced to allocate money that would otherwise be spent on food, clothing and other essentials toward rent payments that exceed their means. The result is that children may subsist on rationed meals or food from food banks, which may not adequately address their nutritional needs. They also suffer the consequences of inadequate income through the inability to pay for recreation, clothing, and so on. Other families live in housing in need of significant repair. Living in substandard housing places children at risk of a wide range of health, social, and developmental problems.

Of households with children, the majority of those living in core need were renters, rather than home owners. Among core need households, lone-parent tenant households were the largest group (39 percent), followed by two-parent tenant households (26 percent), and two-parent owner households (23 percent)... Whether they rented or owned their homes, both lone-parent and two-parent households in core need spent about half of their income on shelter costs...

Households below the affordability threshold (spending more than 30% of household income on shelter) actually spent more on shelter (29 percent more for two-parent households and 12 percent more for lone-parent households) than those above the threshold, and less on other household expenditures: 25 percent less on food, 41 percent less on transportation, 54 percent less on insurance and pensions, 47 percent less on recreation, 29 percent less on education and reading, and 58 percent less on child care...

The situation among Aboriginal children is particularly difficult. In 1996, 38 percent of all Aboriginal children lived in core housing need, more than double the percentage of other Canadian children... Not only are more Aboriginal children in core housing need than other Canadian children, the conditions in which they live are vastly inferior...

At present, Canada is the only industrialized country without a national housing strategy. Housing

is a vital component of any strategy for investment in the future of Canada's children. To date, however, housing has never been a key feature of children's policy initiatives, nor have the interests of children been well reflected in Canadian housing policy, which itself has been “disappearing”...

In the past, housing was one element of a larger social agenda. Until the 1990s, Canada did have a comprehensive housing policy based on notions of equity and social citizenship. For example, in 1973, then Prime Minister Pierre Trudeau stated that “good housing at reasonable cost is a social right of every citizen of this country... This must be our objective, our obligation, and our goal.”...

To date, the connection between housing and child outcomes has been overlooked or set aside by most governments, even as they emerge from their years of deficit cutting and restraint....the Provinces of Saskatchewan and British Columbia and the City of Toronto are the only governments that explicitly identify housing *as a children's issue*...

The National Children's Agenda provides a unique opportunity for governments to come together to develop a cross-jurisdictional, comprehensive, and long-term strategy to redress family and children's housing problems within the context of encouraging good outcomes for Canada's children. The evidence is clear that making substantial investments in the early years of children's lives can reap enormous dividends over the longer term.



From Coast-to-Coast: How the Needs of School-aged Children are Being Met



With all the attention being given to policies for pre-school children, what happens when children enter their school years?

As CPRN president Judith Maxwell has observed, “children’s needs do not end when they enter school, nor do they suddenly commence again when they prepare to leave it.”

The Family Network’s study *School-aged Children across Canada: A Patchwork of Public Policies* examines policies for children aged 6 to 15. It includes detailed policy inventories prepared by Family Network Researcher, Caroline Beauvais, which document policy initiatives affecting school-aged children, federally and in all 10 provinces.

The study’s author, Professor Rianne Mahon of Carleton University, found that much activity revolves around the school system. Most provinces are investing substantially in curriculum reform and there have been important changes in the way schools are governed and financed. All school systems are grappling

with ways to meet the diverse and special needs of school-aged children and, in some provinces, real efforts have been made to make the school the centre for delivery of a broad range of services for children and their families.

There are two prominent themes that cut across policy fields and differences in provincial strategies; an increased emphasis on *prevention*; and the importance of increased *integration* in the planning and delivery of services for school-aged children.

Prevention is a focus where recreation and cultural programs are assigned a prominent role in child health. It is also a major theme of child protection reforms, with their increased emphasis on fostering good parenting. There are, however, visible differences in the degree of investment in prevention, and in understandings of how best to avoid negative outcomes. This is most apparent in the area of juvenile justice. In some provinces, the emphasis is on deterrence by imposing

strict measures on offending youths (and their parents). In others, the emphasis is on education and community action.

All of the provinces are engaged in efforts to “break down the silos.” Integration across disciplines and departmental mandates is being systematically pursued in provinces that have adopted a broad children’s strategy (Quebec and the Western provinces) or a focus on social development in general (Newfoundland). New partnerships are also being formed between governments and the private sector. Youth are also being given a voice in policies and programs that concern them, while a number of provinces have introduced “children’s advocates” to assist younger children.

Governments are also developing services for an increasingly multicultural population although there are marked differences in the extent and form of commitment. The main concern is to provide more effective services for Aboriginal children and youth. An example is the National Aboriginal Youth strategy, which embraces education, culture, health, child protection and youth justice.

While school-aged children are receiving public support, the patchwork of policies in Canada has yet to form a solid quilt. This piecemeal approach cannot be said to provide children aged 6 to 15 with the security they need to develop and grow to their full potential.



What's a Good Job?

■ *Everyone here would take more money and more time off – that's a given. But some of the things that really make the job a good job or a bad job are your relationships with your boss.*

■ *I love my job, I love what I do, but what makes that happen is the teamwork around me.*

■ *The way my job makes me feel is more important than how much I'm paid. It's about how people treat you or your co-workers treat you.*

These comments from focus group participants in a recent CPRN study highlight the importance of relationships to job quality. And the relationships people have with their employer, their co-workers and their customers have crucial implications for individuals, for their employers, and for public policy.

An employer's investment in training and equipment and the sharing of information – all vital workplace resources – may signal to employees the firm's commitment or good will toward them. And this invites reciprocity.

This is a central finding in *What's a Good Job? The Importance of Employment Relationships* co-authored by CPRN Work Network Director, Graham Lowe and Senior

Researcher Grant Schellenberg. The paper is the final report of CPRN's Changing Employment Relationships Project (CER).

Based on the results of an Ekos survey of 2,500 employed Canadians and eight focus groups (completed in 2000), the authors conclude that the quality of employment relationships are *more* important to overall job satisfaction than pay or benefits. They are, in fact, the key ingredient of a "good job".

The authors define employment relationships in terms of their legal arrangements and four social/psychological components, including:

■ **Trust** – the expectation that the employer or client will act fairly;

■ **Commitment** – an individual's identification with an organization and its goals;

■ **Influence** – having a say in the decisions affecting one's work;

■ **Communication** – a clear understanding of one's role, the information needed to perform it, and feedback on how one is doing.

The strength of an individual's employment relationships along these four dimensions is associated with various features of the work environment. Particularly important is the extent to which the workplace is perceived to be healthy and supportive. People working in such environments not only feel safe at

their job, but also view their work environment as friendly, congenial and accommodating.

Getting the resources needed to do the job well is a second ingredient necessary for strong employment relationships. An employer's investment in training and equipment and the sharing of information – all vital workplace resources – may signal to employees the firm's commitment or good will toward them. And this invites reciprocity.

...the relationships people have with their employer, their co-workers and their customers have crucial implications for individuals, for their employers, and for public policy.

Resources are also likely to have a positive impact on day-to-day work, making workloads more manageable, reducing stress, and increasing effectiveness.

Another important factor is the perception that the job pays well (which may be embedded in workers' views about equity and fair treatment) and attitudes towards organizational change (such as downsizing and restructuring) which is associated with lower scores on trust, commitment and communication.

But does all of this really matter? You bet. Lowe and Schellenberg show that strong employment relationships are associated with:



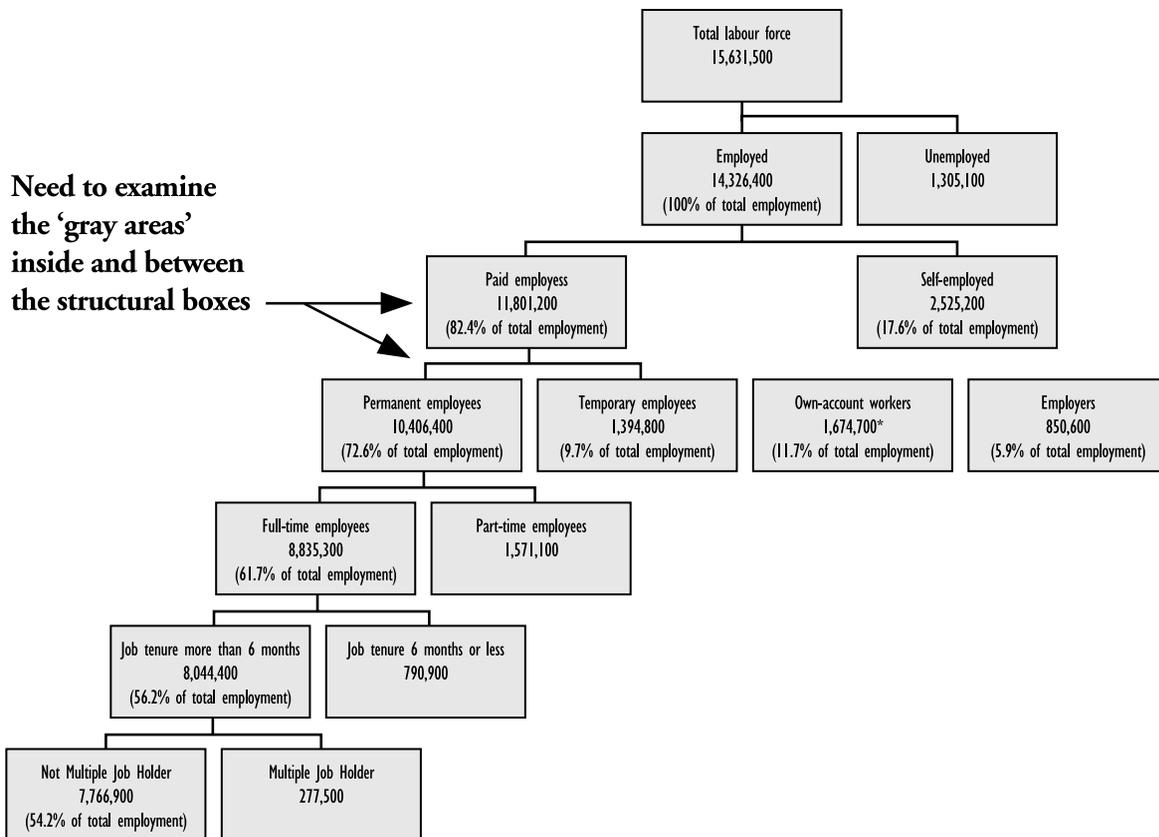
- *High levels of job satisfaction*, which is a basic indicator of the overall quality of working life;
- *Increased opportunity for skill development*, which signals whether basic human resource development goals are being met;
- *Lower turnover*, a major concern for many employers in a tight labour market;

- *Lower absenteeism*, which has direct implications for labour costs and organizational performance; and
- *Higher willingness to join a union* among non-unionized workers, which has bearing on unions' future viability in terms of their success in recruiting new members.

Understanding relationships also casts a light on non-standard jobs. In 1998, for example, of all employed Canadians, only 54.2 per cent worked as paid employees in a single, permanent, full-time job that lasted six months or more. That means 46.8 per cent of the employed labour force worked in some form of non-standard job.

The Structural Map of the Canadian Labour Market

Need to examine the 'gray areas' inside and between the structural boxes



Source: Statistics Canada, LABOUR FORCE SURVEY, 1998 annual averages.



...strong employment relationships benefit employees, but they are also crucial to employers competing for skilled workers in an increasingly competitive job market.

But the CER research shows that the distinction between a “standard” and a “non-standard” job is anything but neat. Temporary workers may be agency personnel who regard their relationship to the agency as permanent, or they work at a succession of jobs with the same employer in a relationship with qualities of permanence. As for the distinction between paid and self-employment, there is enough overlap that Lowe and Schellenberg call 12 per cent of self-employed individuals, “disguised employees”.

These kinds of imperfections in the “standard/non-standard” designations make them poor predictors of the quality of employment relationships, and hence, the quality of the job itself. And, of course, not all standard jobs involve strong employment relationships.

In short, strong employment relationships benefit employees, but they are also crucial to employers competing for skilled workers in an increasingly competitive job market. Work environments, employment relationships, the quality of work life and organizational performance reinforce each other in ways that help create truly “good jobs” – the

kind people embrace and in which they can be highly productive.

“The defining characteristics of a good job – trust, commitment, communication and influence – are important means for achieving broad social and economic ends,”

Lowe says. “At a personal level, robust employment relationships help meet individuals’ work aspirations. Equally vital, Canada’s success in today’s hard-edged global economy depends greatly on daily human interactions in workplaces.”





Updating the Quality of Life Indicators Project: An Interview with Sandra Zagon

In the Fall of 2000, CPRN held 40 citizen dialogues in 9 different provinces to identify the factors Canadians consider most important to their quality of life. Results from across the country are now in, along with a preliminary analysis. Network News sat down with Sandra Zagon, the Manager of CPRN's Quality of Life Indicators Project (QOLIP), to discuss those results and the road ahead for the project.

NN: *You've had a chance to review the results of the citizen's dialogues what are your first impressions?*

SZ: I am pleased. Regardless of their economic status, educational background or current work situation, Canadians have identified health care, education, environment and social programs as priority issues. While different groups do come at it from different perspectives, I think the results provide an ideal opportunity for citizens across the country to find more common ground.

NN: *Were there any surprises?*

SZ: I find the commonality amazing given that the dialogues took place in the middle of federal, provincial and even some municipal elections and that during the various election campaigns, all we heard was cacophony, conflict and disharm-

ony. Through this cloud of dissonance and difference, Canadians – of all stripes – have come forward expressing a common concept of quality of life.

NN: *Where does QOLIP go from here?*

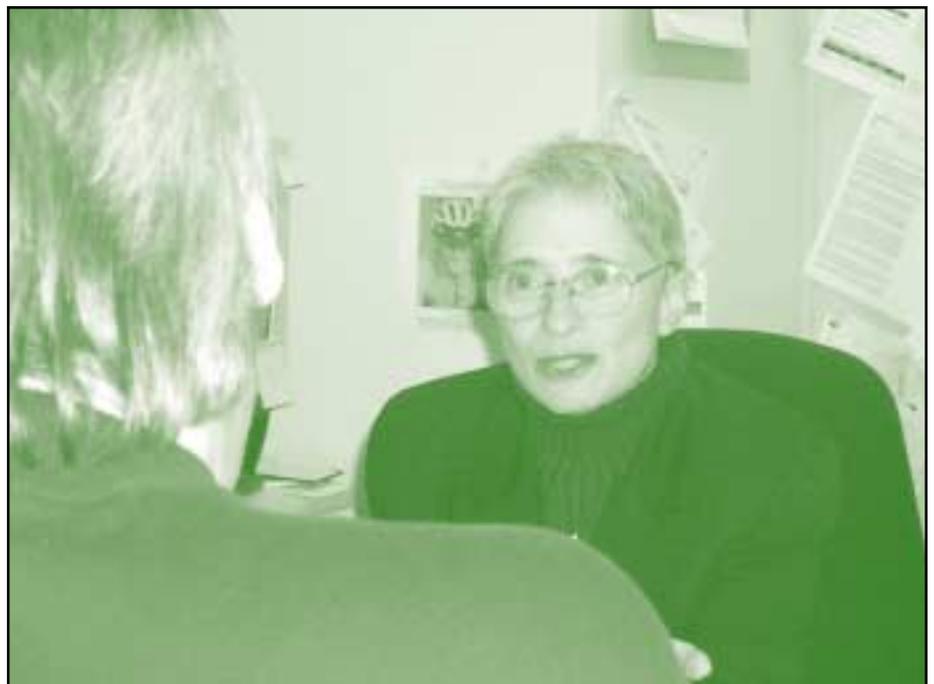
SZ: The next step is pulling together a prototype set of indicators that are faithful to the expression of what is important to citizens. CPRN will take the lead on this. Once we have the indicators, we will go back to Canadians for validation. With citizens' validation, we will produce a full project report and send it out to all the participants, the Steering Committee, funders, journalists, etc. We will also work with partners to flesh out the indicators so we can develop a report card. This will take place over the next 2 to 3 months.

NN: *Who will ultimately be responsible for applying the indicators and producing a yearly quality of life report card?*

SZ: There is a tremendous amount of activity in this country surrounding quality of life indicators – at municipal, provincial, even the national level. We need to find other entities that are prepared to take this over.

NN: *What are some of the key lessons you have learned from this process and can CPRN apply them elsewhere?*

SZ: QOLIP has taught us a lot about the whole process and business of citizen engagement and public dialogue. We can apply this directly to the next phase of the project that we are now doing and to other projects.





One of my goals with this project was to begin building a community of interest – indicator experts, academics, journalists and elected officials interested in quality of life and societal indicators. We need to get that community working in more coherent and collaborative ways so that instead of each of us doing our own quality of life thing, we can draw freely on each other's work.

But, the key lesson I draw from the process is that citizens want to be

involved. We have seen that if you give people an opportunity to work in a well designed process for which they know there is going to be an output that will be used, then they will give you what you need.

NN: *Thank you for your time Ms. Zagon.*

SZ: You're most welcome.

Regardless of their economic status, educational background or current work situation, Canadians have identified health care, education, environment and social programs as priority issues.

Quality of Life from a Citizen's Perspective

To reflect the diversity of the Canadian population, the QOLIP team purposely chose three different "groups" for their public consultations:

- A diverse group of Canadians chosen for their geographic location, urban/rural mix, language, gender, age, education and their employment and socio-economic status.
- Hard-to-reach groups, such as the homeless and single mothers, seniors, students, Canadians receiving publicly funded social assistance.
- Influencers or decision-makers, influential individuals, who are leaders in their professional and geographic communities on issues related to quality of life.

The QOLIP team developed a package of materials about quality of life in Canada to promote effective dialogue in each session. Participants received the materials prior to each session to ensure that they had sufficient background on the subject and an understanding of QOLIP's goals. Each participant completed a pre- and post-session questionnaire and had an opportunity to request follow-up information.

During each session, dialogue groups:

- developed a collective portrait of quality of life in Canada;

- identified priorities from their collective portraits;
- reflected on how to tell whether these aspects of quality of life were getting better, staying the same or getting worse;
- identified credible types and sources of information, and
- explored the roles and responsibilities various peoples and groups could play in working toward improving quality of life.

Throughout the dialogues trained moderators and recorders provided support and guidance to the participants. Transcripts of each session were created using a standardized format. At the conclusion of all forty dialogues, all the moderators and recorders met by conference call to de-brief.

The next steps in the project include the preparation of a draft prototype set of indicators, which citizens will be invited to validate, and the preparation and distribution of a full project report. An important part of the engagement process is ensuring that both the process and the results are fed back to participants and to partners in the private, public, voluntary and academic sectors. Stay tuned for the final results.

PUBLICATIONS

Changing Approaches to Health: The History of a Federal/Provincial/Territorial Advisory Committee, by Lindsey McKay. Background paper. January 2001. 33pp.

This is the third in a series of background papers produced by the Health Network as part of the Towards a New Perspective on Health project. The paper traces the changing composition and orientation of the federal-provincial (and eventually territorial) advisory committees on health. This inter-jurisdictional committee apparatus of senior officials was established in 1973 to serve in a coordination and advisory role to the Conference of Deputy Ministers of Health, itself an advisor to the Conference of Ministers of Health. The paper draws on primary data collected from archival documents and meeting minutes to trace the major transitions in health policy in the history of the changing committee structure from 1973 to the present committees. Among the key changes noted are the introduction of health promotion and the concept of population health. The paper also assesses the rivalries, limitations and effectiveness of those committees, while seeking to identify key factors in their success or failure.

Making the Lalonde Report. Lindsey McKay. Background paper. October 2000. 31pp.

The release in 1971 of A New Perspective on the Health of Canadians: A Working Document, now known as the Lalonde Report, is widely seen as one of the most significant events in the history of the development of health policy in this country. This background paper analyzes how and why the report was written. The analysis is based on interviews, articles and historical records of the federal Department of Health and Welfare. McKay also documents the creation of the Health Field Concept, the centerpiece of the Lalonde Report. She describes how the model was refined and used to try to shift the focus of health policy away from health care provision to a broader notion of health. The paper closes by examining the lessons learned from the making of the Lalonde Report. McKay's background paper is part of the Health Network's Towards a New Perspective on Health project.

Emerging Solutions: Quebec's Clair Commission Report and Health Care Reform. Antonia Maioni. Background paper. January 2001. 9pp.

Quebec's Commission of Study for Health and Social Services, known as the Clair Commission after its chair, former Parti Quebecois cabinet minister, Michel Clair, was cre-

ated to study the financing and organization of health care and social services and to recommend ways to protect, adapt and improve the system. Author and political scientist, Antonia Maioni, provides an overview and assessment of the 400-page report issued by the Commission. She touches on the report's recommendations in four key areas; the reorganization of primary care; the definition of publicly insured medically necessary services; the long-term care of the elderly; and the role of the private sector in a public health care system under financial stress. While the Clair commission offers a much-needed critique of Quebec's health care system, Maioni maintains that it also enters uncharted waters by identifying the limits to public sector capacity in the health care sector. In doing so, it raises doubts about the long-term sustainability of a public model of health care provision.

Employer of choice? Workplace Innovation in Government – A Synthesis Report.

Graham Lowe. 2001. 108 pp. \$15.95. ISBN 1-896703-45-3. En français : ***Employeur de choix ? Innovation en milieu de travail dans le secteur public – Un rapport de synthèse***. 139 pages. 15,95 \$ ISBN 1-896703-46-1.

This report is the culmination of the Human Resources in Government Project which examined the impact of downsizing and restructuring during the 1990s of the public service in Alberta, Manitoba, Ontario, Nova Scotia and the federal government. Author and CPRN Work Network Director, Graham Lowe, outlines a roadmap to help Canada's governments revitalize their workforce. Lowe explores the need for workplace innovation ? a "bundle" of human resource and work organization practices that would offer public servants a higher quality work experience while delivering services to the public more efficiently and effectively. The report also isolates a number of issues to be addressed if the public workplace is to become the preferred alternative for high skill knowledge workers. With the right response to the challenge of workplace renewal, Lowe is convinced that governments can make the public sector workforce stand out in a much more competitive job market.

Judith Maxwell's Reflexion, *Toward A Common Citizenship: Canada's Social and Economic Choices*, has been very well received. She gave interviews to **CBC Radio's** Shelagh Rogers on *This Morning*, to Don Newman on **CBC Newsworld's Politics**, and to **CPAC**, the Parliamentary channel. The paper was also the subject of two columns by Claude Picher in **La Presse**, a column by Carol Goar in the **Toronto Star**, and an editorial in the **National Post** by Terence Corcoran. Mrs. Maxwell also gave an interview on the CPP Investment Board to **CPAC**, and on the choice of the new governor of the Bank of Canada to **Southam News** and **Canadian Press**.

Articles by Graham Lowe on various aspects of the Human Resources in Government project final synthesis report will run in **The Canadian Government Executive**, and **The Canadian HR Reporter**. The HRG synthesis was the subject of stories in the **Edmonton Journal** and the **Ottawa Citizen**. A review of Graham's book, *The Quality of Work* (Oxford), appeared in the **Canadian Journal of Sociology**.

Graham also did an interview with the **Learning Channel** program, **Career TV** on the quality of work.

La Presse canadienne interviewed Jane Jenson on the contents of the federal Throne Speech. She gave an interview to **Today's Parent** magazine on the state of after-school programs, to **CBC Radio's** program, **Ideas**, for a series on civil society, and to **National Public Radio** in the U.S. for a series on childcare. An article in the **Vancouver Province** on after-school care referred to the work of the Family Network as a source.

The preliminary results from 40 deliberative dialogues with Canadians, part of the Quality of Life Indicators Project (QOLIP), attracted considerable media attention. News reports ran in the **Ottawa Citizen**, **Calgary Herald**, **Victoria Times-Colonist**, **North Bay Nugget**, **Owen Sound Sun Times (2)**, **Lindsey Daily Post**, **Port Hope Evening Guide**, **Cobourg Daily Star**, **Kelowna Daily Courier**, **Penticton Herald**, and **Okanagan Saturday**. There were also columns by Carol Goar in the **Toronto Star** and by Al

Holman in the **Charlottetown Guardian**, and an editorial in **Okanagan Sunday**.

And just to keep you up to date with our growing web traffic, in January, visitors downloaded more than 5,000 copies of the CPRN Annual report, almost 4,000 copies of a presentation by Graham Lowe on public sector workplace innovation, almost 3,000 copies of Judith Maxwell's Reflexion and more than 2,000 copies of a speech by Arthur Kroeger on the HRDC affair. Also popular, over the winter months were a paper on marginalization by Jane Jenson, various papers on the Quality of Life Indicators Project, and presentations by Judith Maxwell on social policy in transition and on resilient communities.

PEOPLE

Paul Mercier has joined the Work Network as a Senior Researcher. Paul comes to CPRN from the Treasury Board Secretariat where he was Director, Analysis, Research and Compensation, with their Human Resources Branch. Prior to that he was Director, Research and Special Studies, Canadian Human Rights Commission. Paul will be working on several Work Network projects including the Highly Qualified Personnel in a Knowledge-based Economy project, The Atlantic Public Service Human Resources Study and the National Roundtable on Learning.

SPONSOR CORNER

The Hospital for Sick Children Foundation is a fundraising and granting body dedicated to the betterment of the health of children. With its partners, the Foundation advocates for changes to public policy in the areas of children's health and research. The Foundation has been an important supporter for several CPRN initiatives including: Best Policy Mix for Canada's Children Research program, School-aged Children across Canada: A Patchwork of Public Policies and an ongoing project on children with disabilities.

(continued from page 16)

And in the 1990s, severe programs of fiscal restraint by federal and provincial governments, which spilled over to cities.

All these changes took a big bite out of the income of ordinary Canadians. Jobs disappeared, wages were stagnant, stable jobs became contingent, tax rates increased considerably, and public services were curtailed.

The human cost can be measured in other ways. The lost production because people are not working. Deferred investments in hospitals, schools, universities, highways, airports, and urban renewal. Families without affordable housing.

All industrialized countries experienced a slowdown after the oil shock of 1973. But few of them experienced the long-term disruption to living standards that Canada did.

But there was a light at the end of the tunnel. Personal income per capita has grown at a healthy pace since 1997. Government budgets are in balance or surplus, inflation is low and steady, and many Canadian industries (new and old) are now thriving in global markets.

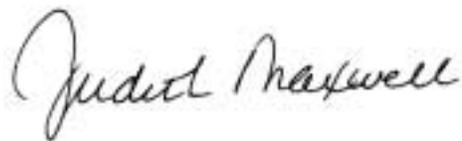
The recovery also shows in other ways: Employers are competing to hire new graduates. Students are finding summer jobs again. Real

wages are increasing. Tax rates continue to fall.

When the 1981-82 recession hit so hard, people began to ask more fundamental questions about Canada's competitiveness, excessive inflation and unemployment, and alarming public sector deficits.

In short, Canada's economic house is in better order than it has been for 30 years. So what will we Canadians do with this new-found power to shape our own destiny? How can we knit economy and society together to create a good quality of life for ourselves and for future generations? These are the issues that CPRN wants to address in coming projects.

Personal income per capita has grown at a healthy pace since 1997. Government budgets are in balance or surplus, inflation is low and steady, and many Canadian industries (new and old) are now thriving in global markets.



President
Canadian Policy Research Networks

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A New Fabric: Knitting Economy and Society Together Again

What strikes the eye in the chart below is the high cost of the economic restructuring of the past 25 years. Personal income per capita, after taxes, and after inflation, barely increased in the 1990s and rose by a meagre 1.3 percent in the 1980s. What a contrast to previous decades!

The roots of all this sacrifice lie in the 1970s, when the economy suddenly shifted into low gear. All industrialized countries experienced a slowdown after the oil shock of 1973. But few of them experienced the long-term disruption to living standards that Canada did.

Looking back on the 1970s, it is clear that Canadians spent a long time in denial, waiting for growth



to come back. Fiscal and monetary policies tinkered with gradual adjustments. We tried wage and price controls to fight stagflation.

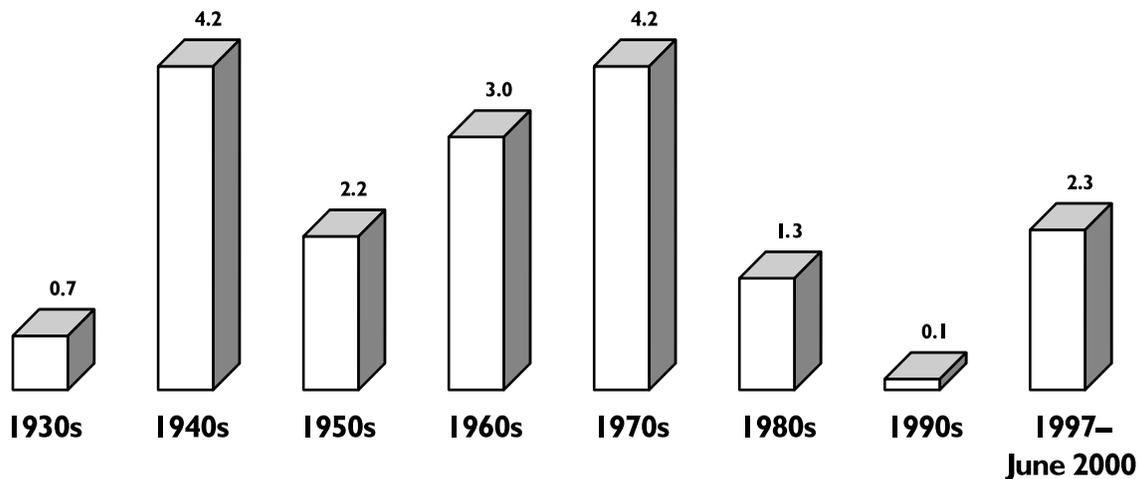
When the 1981-82 recession hit so hard, people began to ask more fundamental questions about Canada's competitiveness, excessive inflation and unemployment, and alarming public sector deficits.

Then, the country reluctantly began to make deliberate policy choices.

- A radical restructuring of industrial and trade policies to reduce regulation and protection put in place in earlier decades.
- An abrupt correction in monetary policies which led to a period of exceedingly high interest rates.

(continued on page 15)

Growth in Real Disposable Income Per Capita*



* Compound annual growth rates; decades are 1930-39, 1940-49, etc. 1997-June 2000 assumes January-June 2000 is an annual average for the purposes of calculation.
Source: Statistics Canada