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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.

A New Vision for Canada's Social Policy

A major report from Canadian Policy Research Networks proposes a fundamental redesign of what it calls our “social architecture” – the ways and means by which we respond to social risks.

Canada's New Social Risks: Directions for a New Social Architecture, by Jane Jenson, former Director of CPRN's Family Network and Canada Research Chair in Citizenship and Governance at the Université de Montréal, is the final report in a series of papers by Canadian and international scholars that set the stage for a contemporary blueprint for social policy.

Why now? A coherent vision informed Canada's social policies in the post-war period. There was a balance of roles and responsibilities among the four sources of social well-being – the market, the state, families and communities – that was appropriate to the social risks of the time and that reflected social values. The years since have seen enormous social and economic change. The post-war vision no longer fits current realities.



Sharing responsibility throughout the life course.

Those realities have overturned the idea of typical homes, families and workplaces implicit in social programs set in place in the '40s, '50s and '60s. Since 1945:

- Birth rates have fallen by more than half.
- The proportion of women in the labour force has tripled.
- The incidence of lone-parent families has almost tripled.
- Divorces have increased by a factor of 6.
- The share of the population over age 65 has increased by 60%.

(Continued on page 2)



- The share of immigrants from Europe or the United States has fallen from 94% to 22%.
- The share of Aboriginal people in the population has tripled.

Bringing our social architecture up to date is essential. Failure to get the social

“Canadians want a “working society” where each person can contribute. But that can’t happen without supports like early childhood education and care, and access to post-secondary education,” says Jenson.

policy regime right imposes significant costs on the economy. Good social policy is a productive factor, and key to a country’s success in the global economy.

The changes of the past 50 years have shifted the balance of responsibilities among the four sources of well-being. They leave new social risks in their wake that must be addressed, like:

- **Rising income inequality** – government taxes and transfers doing less than in the past to even income distribution.
- **A labour market polarized** by globalization into high paid knowledge work and low-paid service work, with impacts on health and other forms of well-being.

- **People may be poor even when employed.** Rising participation in employment, but also growth of precarious work, paying inadequate wages.
- **An ageing society and increased lone-parent and two-earner households** leave families unable to provide children and vulnerable adults the care provided in the past.
- **Difficulties in achieving social inclusion** for immigrants and visible minorities, barriers to economic and social integration.
- **Challenges to the advancement of Aboriginal peoples.**

These risks, the increasing reliance on the market to deliver well-being in areas like housing and services, and the fiscal retrenchment of the state of the last decade have all fostered a social architecture that places too great a burden on families and fails to respond effectively to these new risks.

“Canadians want a “working society” where each person can contribute. But that can’t happen without supports like early childhood education and care, and access to post-secondary education,” says Jenson. “And it can’t happen without jobs that pay a living wage.”

“We need to rebalance the distribution of responsibilities among market, state, family and community.”

After describing a set of “visioning principles”, Jenson suggests four new directions for an improved social architecture:

- **Income and Services:** The state sector needs to add effective investments in services for low, modest and middle income Canadians to its current focus on supplementing the income of low-wage workers and their families;
- **Fill the Gaps:** Use the powers of the state and community sectors to fill the gaps in the systems of care for both children and elderly;
- **Living Wage:** Rebalance responsibilities within the market and family sectors by encouraging more employers to take responsibility for the well-being of their workers; and
- **Towards Autonomy:** Ensure Aboriginal communities and families can move from dependency to autonomy by strengthening community capacity and family resiliency, in addition to providing resources from the state sector.

Finally, the report underlines the importance of attention to governance. A new social architecture will require a consensus among different levels of government, business, community and family sectors on the need for and direction of change.

“That, in turn, will demand effective leadership around a shared vision of how to achieve well-being and an institutional locus where policy learning can take place,” says Jenson. “It’s a challenge for a federal system like ours, but if the countries of the European Union can succeed at it, why shouldn’t we?”



Fostering Social Innovation

If necessity is the mother of invention, it should be no surprise that community organizations are terrific sources of social innovation.

Social innovation involves more efficient, effective and imaginative ways of responding to the social and economic challenges faced by Canada's communities. And the non-profit sector is very good at delivering it.

Non-profits operate close to the ground, with deep knowledge of their communities, hands-on experience and a holistic approach that transcends artificial bureaucratic barriers. Non-profits brought us our first schools, post-secondary institutions, hospitals, the wheat pool and credit unions. Their innovations continue to benefit the well-being of Canadians directly.

But that innovative capacity is at risk today. Just when demands on non-profits are rising, and governments increasingly rely on them for delivering services and finding place-based solutions to community problems, the sector's ability to respond is being undermined by a misguided funding regime.

A new report from Canadian Policy Research Networks calls for a new framework for support to this vital sector.

Social Innovation in Canada, by Mark Goldenberg, a former federal assistant deputy minister who worked on social and labour market policy, examines the role of the non-profit sector in social innovation and what needs to be done to make the most of it.

Goldenberg explains why non-profit organizations are so innovative, and why they have become such a critical vehicle for well-being – because they deliver services that neither the state or the private sector can or will provide as effectively and efficiently, because of their holistic approach and “place-specific” policies and services, and because of their ability to foster social capital and active citizenship.

“But this tremendous capacity for innovation is threatened by a funding approach that is project-based, ignores infrastructure, overhead and administrative costs, provides no support to capacity building, and imposes unrealistic burdens in terms of paperwork,” says Goldenberg. “Small organizations, which are the vast majority of non-profits, are particularly disadvantaged.”

Goldenberg suggests a new framework for supporting the sector. It has three dimensions:

- Getting the underlying financial structure right, including more stable, multi-year funding and recognizing the true cost of “doing business”.
- Ensuring access to a healthy mix of funding types, including better access to capital financing and support for start-up costs and for capacity-building, to reflect differing needs across the sector.
- Putting in place an accountability regime that demonstrates efficient use and effective results, without imposing an unreasonable burden or draining resources.

“What the sector is calling for, first and foremost, is not more money, but “better money” and smarter

funding,” Goldenberg says. “This is the key to freeing its creative potential for the well-being of Canadians.”

CPRN is also releasing a report on the results of a roundtable, held with the financial support of Social Development Canada, to discuss the Goldenberg paper and to develop a future vision and action plan for social innovation. ***The Future of Social Innovation in Canada*** presents the views of participants from all parts of the non-profit sector, from all levels of government, foundations and from the research community.

Among other things, participants called for:

- efforts by government and other funders, and within organizations, to foster a culture of risk-taking and innovation;
- increased delegation of authority by government to local decision-makers;
- regulatory reform and creative uses of the tax system to support social innovation;
- new financing instruments and mechanisms to encourage and

leverage support from a variety of sources and in different forms;

- an improved contracting regime and a results-based accountability framework;
- new mechanisms to enable the sector to better collaborate, share information and knowledge and speak at the local, provincial/territorial and national levels;
- research on the process of social innovation, on innovative funding mechanisms in and beyond

government, and on measuring the value-added of the non-profit sector.



Fresh Ideas Campaign – Update

The *Fresh Ideas Campaign*, launched in June 2002, recently passed the three and a half million dollar mark. Our many corporate and community friends are helping to guarantee that CPRN will continue to respond to emerging public policy issues facing Canada.

We are very pleased that **Hon. Margaret N. McCain** has agreed to chair the Campaign. We are grateful to **Courtney Pratt** for the leadership he has given the campaign over the past three years.

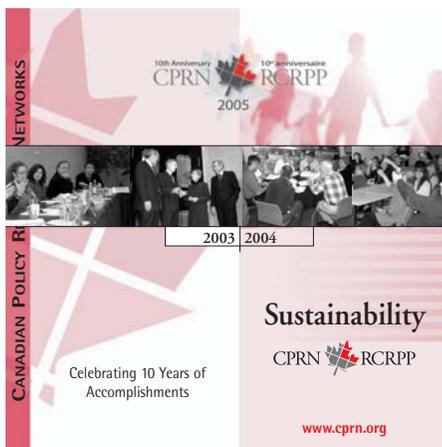
On December 8th, **Hon. Margaret N. McCain** and **Purdy Crawford, Honorary Chair**, co-hosted a dinner dialogue in Toronto. We had a wonderful evening sharing ideas regarding the new social risks facing Canadians at different stages of life. It is through such exchanges that we stimulate more “Fresh Ideas” for CPRN.

In Calgary on October 26th, **Pat and Sherrold Moore** hosted a luncheon with a group of young leaders at the Calgary Chamber of Commerce. They tackled the question, “What kind of society are we building for our children?” There was a strong sense that we could do better at fostering active engagement in our communities and at shaping our future together.

In Vancouver, **Milton Wong**, Chairman of HSBC and Chancellor of Simon Fraser University, hosted a reception to welcome **Cynthia Williams** as CPRN’s new Senior Research Fellow. A great mix of over 50 people attended and contributed to the dialogue about sustainability and what it means to people active in different sectors of society.

CPRN is most grateful for the support we are receiving from across Canada through the *Fresh Ideas Campaign*. These contributions enrich the competition of ideas here in Canada – a hallmark of a healthy democracy.

For more information about the Campaign, please contact Neil Leslie, Director of Development at (613) 567-7500 ext. 2004 or nleslie@cprn.org



CPRN's 10th Anniversary Annual Report

CPRN's 2003-2004 *Annual Report* marks the start of CPRN's 10th Anniversary, a year of celebration and renewal.

The theme for this edition is "sustainability", a term first promoted by environmentalists, but a term with a very good social and economic pedigree, too.



Shared Neglect: Canada's Housing Policy

Despite its important contribution to Canada's social and economic policy goals, housing has become a policy orphan.

Federal and provincial withdrawal from the housing field and the inability of the market or communities to fill the gap create a state of "shared neglect" say the authors of a new CPRN study.

In their report, *Housing is Good Social Policy*, Tom Carter, Canada Research Chair in Urban Change and Adaptation at the University of Winnipeg, and Chesya Polevychok, Research Associate, call for the re-integration of housing policy with other sectors of social and economic policy. The paper traces the interaction of housing with health, education, income security, immigration, employment and community development.

"We find the contribution housing can make to policy in each of these spheres is being overlooked," says Carter.



"Take health, for example. A dollar invested in social housing today could have a greater impact on health outcomes than if it were spent on the health care system. Yet such comparisons are rare."

What's more, good housing benefits a number of social objectives at the same time, from improving educational performance, to better health, employment, integration of new Canadians, and stronger communities.

Nevertheless, some 1.7 million Canadian households lack adequate or affordable housing today. And many of those who experience housing problems – Aboriginals, seniors,

single parents, recent immigrants – are also significant users of social services.

"The effectiveness of those services is undermined when housing is treated as a separate policy world," says Carter.

As an example, the authors cite the case of social assistance, where a portion of the payment is designated for shelter. Given the shortage of suitable housing, that shelter allowance falls far short of what the market demands. Welfare recipients must take money away from food and clothing to cover housing costs.

In fact, public spending on housing through social assistance greatly exceeds direct spending on housing programs. In 1999/2000, for example, the city of Winnipeg spent \$5 million developing new social housing units. In the same year, the housing component of social assistance payments in the city amounted to \$50 million. That money paid for housing that was often substandard and consumed as much as 50% of family income.

"Is that the best way to spend our housing dollars?" Carter asks. "Both social housing and social assistance target poverty. One affects supply and the other demand. It's important to get the balance right between the two."

From a social policy perspective, social housing has additional advantages. It serves many generations, creates much needed stability, and is usually associated with support services that facilitate reintegration into society.

Beyond integrating housing with other social and economic policies, the authors recommend; re-engagement of the federal government in a leadership role in the development and delivery of social housing; provincial participation in funding and working with cities and neighbourhoods to integrate housing with other social and economic initiatives; municipal efforts to build community capacity and foster sustainable housing ventures; strengthening housing research and education to highlight the benefits of improved housing and; developing community capacity and expertise to do the job.

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Democratic Reform Means Embracing Citizen Engagement



Citizens' Dialogue on the Long-term Management of Used Nuclear Fuel, Sudbury, Ontario, February 2004.

Reforming political institutions will not be enough to renew Canadians' trust in their democratic process. Reforms will have to go further and include space for on-going citizen involvement in major policy decisions between elections.

That's a key conclusion of a new report from CPRN.

Transparency, Trust and Citizen Engagement – What Canadians Are Saying About

Accountability, is written by Julia Abelson and François-Pierre Gauvin of the Centre for Health Economics and Policy Analysis at McMaster University, in collaboration with Judy Watling and Mary Pat MacKinnon of CPRN's Public Involvement Network. It presents the citizens' perspective on accountability.

The authors draw on the findings of four recent CPRN citizens' dialogues,

involving more than 1,600 randomly chosen Canadians from coast to coast, as well as a number of other sources. Their paper provides a reference point against which to judge whether current efforts to improve accountability meet citizens' expectations.

“The resounding message from this review is a reaffirmation of the role of government as guardian of the public interest,” says Abelson. “But there are conditions. Citizens want to play an active part in contributing to decisions, and they want evidence of improved accountability.”

Participants in CPRN's dialogues do not see accountability as an end in itself. Rather, they see it as the means for re-establishing trust in government. Their views on accountability are tied to three key concepts:

- **Transparency** – requires those who are accountable to answer for their decisions and actions, providing relevant and adequate information for the purpose.
- **Trust** – a relationship built on improved accountability by both elected officials and public servants and greater responsiveness to citizens' views.
- **Citizen Engagement** – accountability provides citizens with the information and knowledge they need to contribute more tangibly to public policy decisions. They don't seek to replace experts or stakeholders, but want an opportunity to influence decisions and evidence that their views have been taken into account. “Canadians see accountability and public involvement working together to produce decisions they will have more confidence in,” says Abelson, “transparent decisions in which they have played a part. It's their prescription for a renewal of trust.”

If that trust is lacking, citizens tend to call for independent oversight bodies. Before moving down this path, the authors argue, thoughtful consideration should be given to the implications of such organizations and their potential to weaken direct government-citizen accountability.

CPRN dialogue participants express an interest in engaging more fully in public policy discussions. They view active participation in the democratic process, beyond simply voting, not only as a right, but as a responsibility of citizenship.

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Health Human Resources: Where Do We Stand?



It's not a new idea.

Some 15 years ago, Alberta called on other jurisdictions to cooperate in determining their joint health staffing needs, training and education. Since then, numerous bodies, from the Conference of Deputy Ministers of Health in 1991, down to the Romanow Commission, have reiterated the logic of national health human resources (HHR) planning.

Yet, despite new federal funding for the purpose and a national consensus for action, federal-provincial cooperation has thus far failed to deliver coordinated HHR planning.

The road to a national HHR strategy is a step-by-step affair, it seems. A first step is determining just what *is* being done in each province and territory across the country. This helps identify how well HHR policies are integrated with health reform initiatives, where opportunities for collaboration lie, and best practices to be shared.

A new CPRN report, ***Health Human Resources Policy Initiatives for Physicians, Nurses and Pharmacists***, by Cathy Fooks and Lisa Maslove, provides a province-by-province scan of activity related to physicians, nurses and pharmacists in three areas:

- Education and training initiatives;
- Recruitment and retention and work place initiatives;
- Capacity to do national level health human resource planning.

The authors find:

- Planning and modeling for work force planning is now “de rigueur,” though approaches vary across the country.
- Little coordination of training and little evidence that curriculum takes account of new delivery models.
- An apparent lack of interest in national planning, though preliminary work is being done at the Federal/Provincial/Territorial committee level.
- No national physician strategy for health human resources, unlike in the case of nurses.

Clearly, it's a work in progress, but far short of the national planning body called for by the Romanow Commission.

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The authors argue that current initiatives designed to improve accountability and rebuild public trust must include mechanisms for citizen engagement if they are to succeed.

“This requires a defined space and processes accessible to interested citizens, credible and relevant information, and assurances that decisions have not been pre-cooked by the elites of society,” says Judith Maxwell, President of CPRN.

“Citizens are a key part of the accountability equation. Democratic renewal efforts currently underway in a number of jurisdictions provide a valuable opportunity to create these spaces and engage citizens in a meaningful way.”



Citizen Engagement: An Essential Public Policy Ingredient

Citizen engagement has proven itself a mobilizing force for democracy. That in itself is a good argument for embracing it. Yet it is more than that. It is also a key component of effective and sustainable policy development. It is not a substitute for expert input, but it provides the framework of values and the acceptable limits within which the range of feasible policy options must be found.

CPRN's growing experience with citizen engagement has produced a substantial knowledge base. Citizens' dialogues on Canada's future, on health care reform in Canada, on Ontario's budget priorities, and on the management of used nuclear fuel, have all contributed to that base. Each new public dialogue we undertake further informs our practice

and reinforces our awareness of the potential for engagement in the policy and political processes.

Judy Watling is the Assistant Director of CPRN's Public Involvement Network, and the lead author of the final report on the Citizens' Dialogue on the management of used nuclear fuel. She draws together many of the lessons from CPRN's dialogue experience in a recent presentation to the Environmental Protection and Resources Conservation Committee of China's National People's Congress.

In her presentation, *Citizen Engagement: For Sustainable Public Policy*, Watling reviews the definition of engagement, its benefits, the principles of its practice, its application, and its political implications, as well as the challenges facing its wider use. She draws on the results of recent CPRN citizens' dialogues to illustrate her arguments. A major message, common to them all: citizens are keen to participate, have much to contribute in resolving important policy questions, and want to see engagement become customary to their governments' practice.

Comparing Welfare Regimes – Canada's Provinces in International Context

Are the differences in social welfare regimes between Canadian provinces so great that it no longer makes sense to compare Canada, as a whole, to other countries on that score? Do some provinces resemble regimes in other countries to a greater extent than they do the Canadian average?

A new study by Paul Bernard, of the Department of Sociology, Université de Montréal, and Sébastien Saint-Arnaud, of the Department of Sociology, University of Toronto, attempts to answer those questions.

In *More of the Same? The Position of the Four Largest Canadian Provinces in the World of Welfare Regimes*, Bernard and Saint-Arnaud locate the welfare regimes of Quebec, Ontario, Alberta and British Columbia among those of a group of advanced countries in the Organization for Economic Co-operation and Development (OECD). They compare them in terms of a wide set of indicators

representing public policy, social situations and level of public participation.

The result is a measure of the differences between the provinces in terms of their similarities and differences with the various welfare regimes that characterize the OECD countries.

The authors conclude that, while at one extreme Alberta displays strong resemblances to the "ultraliberal" U.S. model, and at the other extreme Quebec resembles certain European regimes, the similarities among the provinces remain more significant – they are, first and foremost, variations on the "Canadian model".

The authors base their comparisons on data prior to 1998. They suggest that their findings represent a useful baseline against which to make new comparisons that reflect the effects of the major retrenchment in the public sector dating from the mid '90s.



On the Net and In the Media – December 2004

The number of discrete visitors to www.cprn.org continues at a healthy rate of 540,000 a year. Downloads of CPRN publications are at an all-time high, reaching 925,000 for the year ending December 31, 2004, up 54% from a year ago. Our special Web site on workplace indicators, www.jobquality.ca, had 108,000 visitors in the past 12 months, a slight increase over the year before.

We now have 88 publications registering 5,000 downloads or more! Recent “best-sellers”, include Julie Ann McMullin and Martin Cooke (Work Network),

Labour Force Ageing and Skill Shortages in Canada and Ontario; Ron Saunders (Work Network), *Passion and Commitment Under Stress: Human Resource Issues in Canada's Non-profit Sector – A Synthesis Report*; Cathy Fooks and Lisa Maslove (Health Network), *Rhetoric, Fallacy or Dream? Examining the Accountability of Canadian Health Care to Citizens*; Julia Abelson and François-Pierre Gauvin (Health Network), *Engaging Citizens: One Route to Health Care Accountability*; Frances Abele (Family Network), *Urgent Need, Serious Opportunity: Towards a New Social Model for Canada's Aboriginal People*; Tom Carter and Chesya Polevychok (Family

Network), *Housing is Good Social Policy*; and Mary Pat MacKinnon (Public Involvement Network), *Public Dialogue and Other Tools for Citizen Engagement*.

CPRN has also received unprecedented attention in the mass media, with more than 500 media mentions over the past 12 months. The star performer recently was the Work Network report on ageing and skills shortages by Julie Ann McMullin and Martin Cooke, noted above, which earned stories in 49 media venues. It is interesting to note here that an increasing number of listserves forward our releases to their members, helping us reach an ever-increasing number of Canadians who might benefit from our work.

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People



We say goodbye to **Lisa Maslove**, Researcher, Health Network.

Lisa is moving to the new Health Council of Canada headed by Cathy Fooks. This is an exciting opportunity in a new organization for Lisa.



We also say goodbye to **Beverly Boutilier**, Assistant Director, Family Network. Beverly will be appointed as the first Director of Research for the new Global Centre for Pluralism, an organization being founded by the Aga Khan. She will have the opportunity to build an international research program there, and reconnect with developing countries – an area where she has good experience and an abiding interest.



We welcome **Lydia Di Francesco**, a recent graduate from the University of Ottawa, to the Family Network as a part-time research assistant.



We also welcome **Joel Francis**, a new member of the CPRN Information Services (IS) team. Joel will assist IS with various tasks and projects including acting as the first level of support for Helpdesk issues.



Peter Puxley (second from the right), CPRN's Director of Public Affairs, leads a workshop with Bosnian parliamentary journalists in Sarajevo in October 2004. The workshop, sponsored by the Organization for Security and Cooperation in Europe (OSCE), focused on organizing and preparing a draft constitution for the Bosnian Parliament's first Press Gallery. The Gallery has since held its founding meeting and elected its first executive.



CPRN staff gather for a Holiday Season celebration.



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At the “micro” level, they recommend; expanding the social housing portfolio; employing both supply and demand side initiatives to broaden the continuum of programs to assist the working poor and those on social assistance who are in private rental units; using housing design, management and location to bolster other social and economic initiatives; creating

incentives to preserve, modernize and add to the private rental housing stock.

“What is clear is that failure to integrate housing with other social and economic policy sectors raises costs all round, both human and economic,” says Carter. “It’s time to bring housing policy in from the cold. We can’t afford the alternative.”

Elusive Vision: Collaborative Federalism

Collaborative federalism – Ottawa and the provinces working together in the best interests of their citizens – is a dream most Canadians can get behind. But it’s still largely a dream.

Despite our current knowledge that no one level of government can tackle our thorniest public policy challenges alone, that collaboration is still too rare.

In a paper published in the Spring 2004 edition of *Canadian Public Administration* (Vol. 47 #1), Tom McIntosh, Director of CPRN’s Health Network, takes a new look at federal relationships. In *Intergovernmental Relations, Social Policy and Federal Transfers After Romanow*, McIntosh explores the new and old intergovernmental dynamics around federal transfers to the provinces for health and social policy spending in the aftermath of the Romanow report and the decision to split the Canada

Health and Social Transfer (CHST) in two.

The federal government initiated that split (into the Canada Health Transfer and the Canada Social Transfer) unilaterally, though the provinces have now agreed to it. The federal government has also been increasing its own social spending in areas of provincial jurisdiction in recent years. The provinces’ response has been to take an increasingly hard line towards Ottawa’s unilateral actions, hence the creation of the Council of the Federation and its focus on the so-called fiscal imbalance in the federation.

Such dynamics make the intergovernmental commitment to collaborative federalism ring somewhat hollow. McIntosh argues that the inability of both orders of government to take collaborative federalism and policy interdependence seriously poses significant threats not only to the health of the federation, but also to efforts to create healthy public policy.

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Non-profits' Catch-22

There is a serious dilemma facing many, if not most, of Canada's non-profits today.

They are financed by one party, often a government, sometimes a foundation or corporation. And they deliver services to individuals, many of whom are in need of help but lack the money to pay for it.

So the agency is caught between funders trying to control costs and clients with no capacity to pay. Funders prefer to finance project where inputs and outputs can be counted. They avoid financing the agency as an "organization." Agencies are trying to fulfill a social, or cultural, mission designed to strengthen communities, families and individuals so they can become more self-reliant.

Project funding does not cover the full cost of delivering the service. In fact, ten Toronto case studies sponsored by the United Way estimated that project financing covered only 86% of delivery costs. So the agency is losing 14 cents on the dollar, from the start. Then, it has to pay basic operating costs for management time, office space, communications and IT, coordinating and training volunteers, and so on.

In economic terms, non-profits, especially the small- and medium-sized ones are stuck. They can't raise prices like a business and they can't cut services without leaving needy clients in the lurch.

Once upon a time, basic operating costs were financed via long-term financial arrangements or endowments.

This gave non-profits the leverage and stability to serve their clients well. Today, those financial supports are rare, and, to top it all off, agency costs are pushed higher by fundraising activities and growing demands for detailed accounting and progress reports.

In this Catch-22, change seems unavoidable. But what kind of change will it be?

In recent decades, small- and medium-sized businesses have convinced governments and banks that small businesses should be treated differently from large ones. They have received special treatment to reduce the paper burden of reporting requirements and special access to venture and operating capital. New lending institutions have been created, while tax codes and financial regulations have been altered.

The non-profit sector already benefits from special tax status with respect to the treatment of charitable donations. But is there more to be done?

In a recent CPRN paper, Mark Goldenberg describes how "the sector is uniquely qualified to foster innovation at the community level, thanks to its in-depth knowledge of the community, capacity to mobilize volunteer and professional resources, creativity and entrepreneurial skills." Non-profits' holistic approach to finding solutions cuts across sectoral and jurisdictional barriers.



At a subsequent CPRN Roundtable on the Future of Social Innovation in Canada, a diverse group of non-profit sector leaders sketched out their vision of a sector dedicated to supporting safe, vibrant and sustainable communities. To achieve that vision, they called for a new governance regime with a mix of regulatory, tax and financial changes along with a new results-based accountability framework and an improved, efficient contracting regime.

This is a big agenda. But, in a globalizing world, non-profit services are an irreplaceable part of the fabric of Canadian life. Leaders in all sectors need to resolve the Catch-22 undermining these remarkable organizations.

Judith Maxwell
President

