



Dialogue on the Social Policy Agenda

at Queen's Park

Canadian Policy Research Networks

February 17, 2005



Introduction

- Thank you for this opportunity to explore your needs with respect to policy research, and to shape the CPRN agenda

Today, we will:

- Open with a few remarks
- Use the documents circulated in advance to prompt discussion, and
- Open for dialogue



Context

- Demographics have changed:
 - Need to use the full potential of every able person
 - Need to prepare each child for adult success
- Economic paradox raises new social risks:
 - High-wage and low-wage jobs dominate scene
 - Entry-level jobs are scarce
 - We under-use the skills of young and older workers
 - Serious barriers to adult education
 - Yet we aim to be a high-performance economy

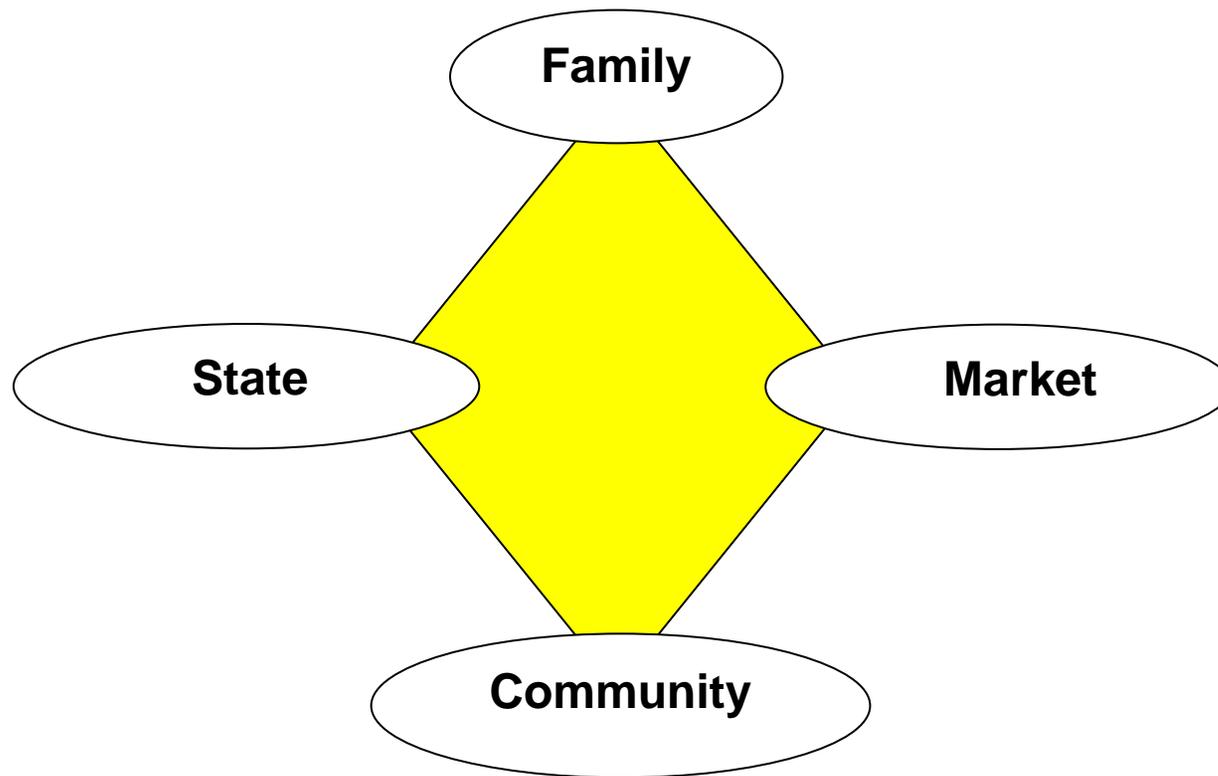


Creating Synergy

- Decades of program cuts have
 - Cut capacity to deliver public services
 - Raised contributions for pensions and PSE
 - Targeted the most needy, and
 - Tightened eligibility requirements
- So, wide cracks in foundations have emerged
- Need (and opportunity) to create synergy across programs, ministries, governments
 - Plagued by the problem of silos
- Requires “rebooting the system,”
rethinking balance of responsibilities



The Well-being Diamond



Source: A New Social Architecture for Canada's 21st Century, Directed by Jane Jenson



Diamond under Stress

- Government cuts and expansion of market have created new stresses, and create the cracks in the foundations
- The way forward will require re-thinking the roles and responsibilities, the strengths and weaknesses of each social actor
- Creating synergy involves new ways of governing and new approaches to policy making



The Opportunities

- Synergy requires “horizontal policy-making”
- Need for “place-based” policies tuned to local strengths and local priorities; building local capacity
- Opportunity for holistic service delivery -- treating citizens as whole persons
- Excellent examples exist:
 - Vancouver’s Britannia community centre includes schools (ECD to 12), library, recreation centre, youth centre – services for all ages



Ingredients for Success*

- Strategic framework: goals and results
- Political, central agency commitment
- Sustained leadership
- Process changes
 - Results-based reporting and accountability
 - Reduced procedural reporting
 - Equal status in budgeting vs line departments
 - Compensation (performance pay or sharing savings)
- Citizen / stakeholder involvement

*Ian Peach, "Managing Complexity: The Lessons of Horizontal Policy-Making in the Provinces," SIPP www.uregina.ca/sipp



Weaving Systems Together

- When we begin to see the cracks in the foundation, we also begin to see new ways to fill the cracks
- It serves citizens better, creates coherence, saves money (long-term), and helps us to achieve synergies with other actors -- employers, non-profits, families and other governments
- The end goal is social sustainability



CPRN Agenda

- All the themes I have described here are woven through the CPRN Work in Progress which you received in advance
- I am happy to answer your questions and am keen to hear your comments
- I have also sent a one-pager which highlights themes we are proposing to develop in the next two years or so
- My purpose today is to include you in this agenda planning





For additional information:

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