



Dialogue with Provinces on the Social Policy Agenda

Canadian Policy Research Networks

Fredericton, June 6, 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

- This is an ageing society:
 - Need to use the full potential of every able person
 - Need to prepare each child for adult success
- Economic paradox creates 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
 - Still living with serious literacy problems
 - Major barriers to adult education
 - Yet we aim to be a high-performance economy

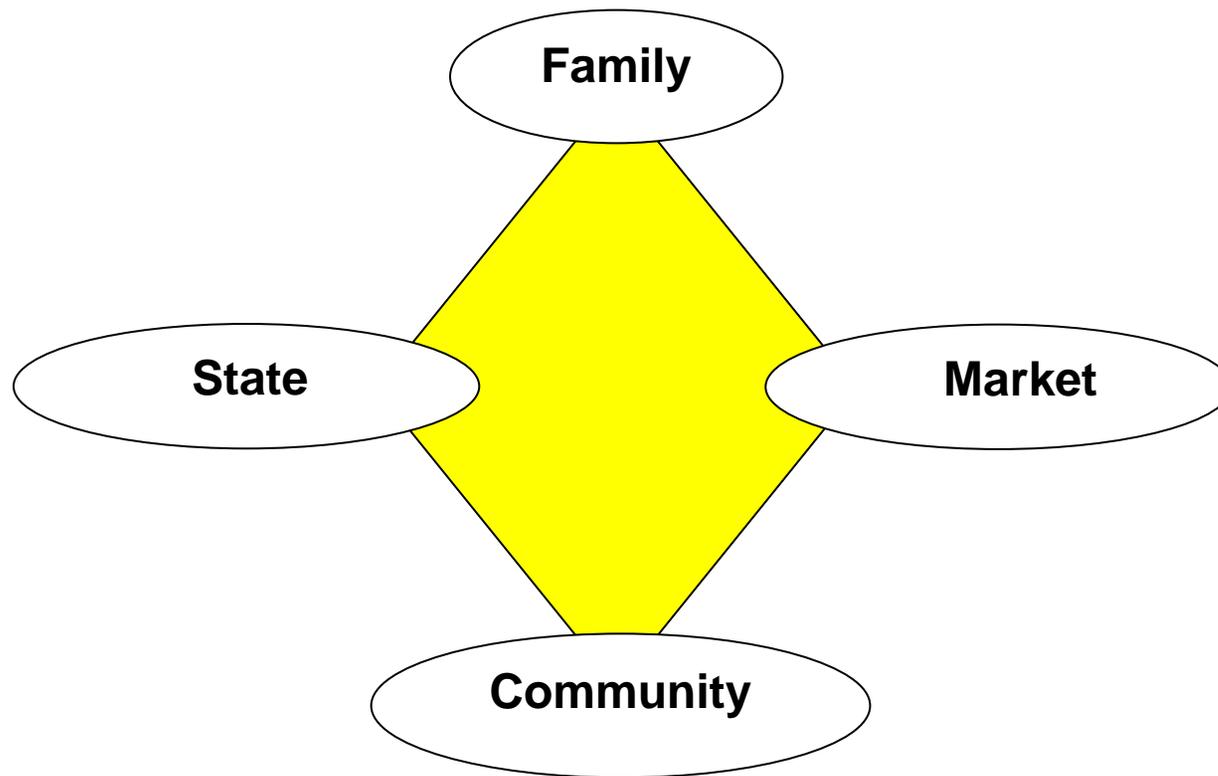


Creating Synergy

- Decades of program 'targeting' have
 - Cut capacity to deliver public services
 - Raised contributions for pensions and PSE
 - Created barriers to personal growth, and
 - Tightened eligibility requirements
- So, cracks in social foundation have emerged
- Need (and opportunity) to create synergy across programs, ministries, governments, employers, communities and families
- 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 higher market risks have created new stresses on families and communities
- 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 policy making



The Opportunities

- Synergy requires “horizontal policy-making”
- And more “place-based” policies
 - Tuned to local strengths and local priorities
 - Building local capacity
 - 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
 - Changes in compensation (performance pay)
- Citizen / stakeholder involvement

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



An Example

- Ontario's Smart Growth Initiative – growth plan for golden horseshoe
- Public involvement:
 - Citizen panels set the vision, review all steps in the process, supported by small secretariat
- Policy process:
 - Reshaping/integrating capital budgets of 8 ministries
 - New cabinet committee became forum for dialogue and decision-making
 - Strong ministerial leadership under 2 governments



Weaving Systems Together

- Working across ministries and society is tough
- All the actors can contribute and become more effective
 - Serving citizens better,
 - Creating coherence,
 - Saving money (long-term),
 - Getting things done that looked impossible to do
- The end goal is social sustainability



CPRN Agenda

- All the themes I have described here are woven through the CPRN program. Work in Progress and Medium Term Research Issues, which you received in advance
- I am happy to answer your questions and am keen to hear your comments – what are your challenges and priorities?
- Your input today will shape what we should do next and identify opportunities for you to participate





For additional information:

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