



ANNUAL REPORT	
2000	2001

Synergy



CPRN RCRPP

CANADIAN POLICY RESEARCH NETWORKS

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Our mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians. Our goal is to help make Canada a more just, prosperous and caring society.

CPRN's trademark is its ability to help policymakers and citizens debate the beliefs, values, frameworks, policies, programs, and "ways of doing" that will help the country to cope with social and economic transformation.

CPRN fosters integration in a world that is increasingly fragmented by discipline, jurisdiction, language, and culture. It has unique process skills for shared learning, which shape the way research is performed and the way the results are communicated. It is a neutral space, where diverse groups of people can reflect, collaborate, and struggle with their differences in order to arrive at new understandings and to identify common ground.

CPRN's leaders are dedicated to generating constructive suggestions, based on strong analysis and a pragmatic understanding of what is possible in an imperfect world.

CPRN is independent. It is a nonprofit organization with charitable status. It acquires its funding from diverse sources – federal and provincial governments, foundations, and corporations. This diversity ensures that no single voice dominates the research. The Board of Directors ensures good stewardship of these resources.

CPRN is cost-effective. Projects are ambitious in their scope, but costs and risks are spread across a number of funders. Overheads are minimized and start-up times are limited by attracting expertise from universities, think tanks, and other organizations. Dozens of people volunteer their time to participate in the governance and the research process.

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Judith Maxwell

Social policy is not just the ambulance for economic policy.¹

Nor, I would add, is good social policy a brake on economic growth. The two work together in a remarkable synergy, which we can document at the macro level of society as well as in the daily lives of Canadians at home, at work, and in their communities. Canada lost that synergy in the hard times of the 1980s and 1990s,² and our task now, at the start of a new century, is to create a new one that links our social and economic lives into a positive sum game.

The success and well-being of any individual depends on his productive capacity and his social capabilities. A rich man who lives in isolation has nothing but his riches. A Ph.D. in engineering cannot achieve her full potential if she cannot be a team player who relates well to her colleagues, clients and suppliers. A corporation that ignores the needs and values of customers and employees will see a direct hit on the bottom line, no matter how efficient it is.

Executive Director of Voluntary Agency:
 “Judith Maxwell is an amazing woman, a rare economist whose views are based on information and evidence, not ideology.”

PRESIDENT'S MESSAGE

I am arguing that it is people that make an economy go. The economy is not a machine to produce widgets, it is a complex organism driven by human capacity. And people function best when they are self-reliant *and* living in supportive environments.³

If we understand the four fundamental enabling conditions for human development, we can all do a better job in our leadership roles in the public, private, and nonprofit sectors. The four enabling conditions are:

Adequate income

Preferably earned income sufficient to buy food, clothing, shelter, and transportation, but transfer payments are needed when earned income falls below “adequate.”⁴

Close personal networks

Family members, neighbours, friends who provide companionship, mutual respect and support, help with problem solving and serve as “networks” to connect the individual to the wider society.

Supportive communities

People-friendly neighbourhoods and workplaces,⁵ opportunities for give and take in recreation and in volunteering, a sense of physical safety on the streets, access to spiritual and cultural resources.

Effective public services

Access to good quality education, health care, public transportation, a respected justice system.

CPRN originally developed this concept of enabling conditions in our work on early childhood,⁶ but further work in the past two years shows that adults' success also depends on their access to family and community resources.⁷

CPRN Events and Publications for the period July 2000 – June 30, 2001

2000

July 7, 2000, Ottawa
 School-aged Children across Canada,
 Advisory Committee Meeting

August 11, 2000
 Public Sector Labour Relations in an Era of
 Restraint and Restructuring, Gene Swimmer

August 31, 2000
 Learning to Engage: Experiences with Civic Engagement
 in Canada, Miriam Wyman, David Shulman, Lori Ham

Federal Minister:

"I have told my senior officials to read Judith Maxwell's Reflexion on Canada's Social and Economic Choices."

There is a remarkable interdependence between people and place, and between income and services.

For example, even modest incomes can be inadequate if there is no affordable housing⁸ or if people have to pay for their own education and health care.⁹ And parents can balance their work and family responsibilities better if the workplace offers flexible hours and work arrangements,¹⁰ and if there is a reliable neighbourhood day care centre.

Synergy has been lost in the past few decades because economic and demographic trends in many industrialized countries have put these enabling conditions at risk.

- The migration of jobs from inner cities to suburbs has left city residents without cars stranded – unless there is good public transit.
- The trend toward larger, more distant grocery stores creates a severe economic disadvantage for inner-city poor families.¹¹
- Shrinking family size and the mobility of younger generations has created distances that make close family ties ineffective. This has been compounded by the frequency of divorce and separation.
- Education and skill have become the key influence on employment and income, leaving those with limited human capital at a clear disadvantage.¹² Yet, 13 percent of young people aged 25 to 29 have not completed high school, and another 29 percent have only a high school education.¹³

- The remarkable explosion of wealth created by the "new economy" has magnified the tendency for both rich and poor to cluster in their own neighbourhoods.¹⁴
- Citizens are now expected to pay a greater share of the costs of education (early childhood and post-secondary), to provide more of their own ancillary health care services, and to invest in their own "employability."

As these trends have gained momentum in Canada and in other industrialized countries, social analysts in many industrialized countries have begun to focus on a growing core of people who have been "left behind."¹⁵

Frank Graves of Ekos Research Associates refers to an emerging underclass of Canadians who are completely disengaged from society – anomic. About 30 percent of the population in Canada report that they have lost all control over their lives. About half of them seem to be stuck in this state, year after year. And the disturbing fact is that young men are over-represented in this group. When Michael Hatfield identified distressed neighbourhoods in Canada, two distinguishing factors were: a) at least 2 in 5 youth were not in school; and b) at least 1 in 3 men were not working full time.¹⁶

Alice Rivlin, former Vice-Chairman of the Federal Reserve Board, and now a Senior Scholar at The Brookings Institution has reflected on these trends as follows:

"The biggest challenge of affluence is to make the economy more inclusive – to substantially and visibly open up opportunities to those that are not now able to participate – and to do that in ways that will enhance rather than destroy the productivity growth that makes the affluence possible. This will take a double agenda – a people agenda and a place agenda."¹⁷

She argues that the people agenda cannot succeed without a place agenda – building thriving communities in places that have been left behind.

The place agenda marks the return of an important theme in social policy. (In the past few decades, Canadians have focussed on “regional development” but have ignored cities and neighbourhoods.) This agenda presents old dilemmas and new opportunities.

One of the old dilemmas is mobility. Should we encourage people to leave the neighbourhood? Should we try to move jobs and services into the community? Or, is the answer better transportation systems?

Another old dilemma is how to create the education and skill opportunities that will help the new generations become upwardly mobile. Schools in the distressed neighbourhoods face far greater challenges than those in more prosperous areas because many of the children arrive at school hungry, distracted, and without the social and cognitive skills that enable them to learn.

Inside the dilemmas are promising opportunities to integrate the social and the economic in the place agenda.

- If a neighbourhood has a large number of idle, unschooled and anomic young men, why not offer apprenticeship programs at an early age, before the cynicism takes over? Being actively employed and learning a trade can build self-esteem in the short run and lead to a high earning capacity in later years.
- If there is a lack of affordable housing of good quality, why not mobilize underemployed people (including the apprentices) to repair, clean, build and maintain new units? Taking control of the housing problem is a first step toward responsible citizenship.

- If the local school is struggling to serve a deprived and hopeless population, why not make it a beacon school with the leadership and resources it will need to help that population become part of the mainstream?

There is no single order of government that owns this place agenda. City, provincial, and federal governments all have a stake through the income supports and services they are already providing. These concentrations of poverty and social distress are costly for all three governments – as they are breeding grounds for crime, poor health, and dependency.

Investing in these communities will bring hope today and self-reliance tomorrow, and, at the same time, contribute to the economic well-being of all Canadians. This way, social policy is integral to economic success. And that's synergy!

Judith Maxwell
Judith Maxwell

Postscript

The terrible events of September 11, 2001, took place after our annual report went to the printers. Clearly, the context for public policy shifted as a result of those events and Canadians have begun to rethink many established assumptions.

The history of recent major wars, from the Boer War onward, shows us that victory requires concerted action on the home front, including both economic and social policy. In wartime, governments have planned and begun to implement some of the most important shifts in social programming. These initiatives have, in turn, made an important contribution to our economic success.

The lesson of history is that this is precisely the moment to advance, not to postpone, innovative social and economic policies.

J. M.

September 29, 2000
The Health Field Concept Then and Now: Snapshots of Canada, Phil Groff, Susan Goldberg

October 4, 2000
Women and Corporate Directorships in Canada: Trends and Issues, Karen Hughes

October 23, 2000, Ottawa
Towards a New Perspective on Health Policy, Roundtable

Notes

- ¹ Comment by Marc Renaud, President of the Social Sciences and Humanities Research Council, during a panel discussion at the Policy Research Conference: Creating Linkages, October 1-2, 1998.
- ² Maxwell, Judith, 2001, *Toward a Common Citizenship: Canada's Social and Economic Choices*, CPRN REFLEXION, Number 4, www.cprn.org
- ³ For a longer discussion of this interdependence, see Glouberman, Sholom, 2001, *Towards a New Perspective on Health Policy*, CPRN Study No. H|03, www.cprn.org
- ⁴ For a discussion of the measures of income adequacy, see HRDC *Applied Research Bulletin*, Volume 7, Number 1 (Winter-Spring 2001), www.hrdc-drhc.gc.ca/arb
- ⁵ Lowe, Graham S. and Grant Schellenberg, 2001, *What's a Good Job? The Importance of Employment Relationships*, CPRN Study No. W|05, www.cprn.org
- ⁶ Stroick, Sharon M. and Jane Jenson, 1999, *What Is the Best Policy Mix for Canada's Young Children?* CPRN Study No. F|09, www.cprn.org
- ⁷ MJ Wason interviewed a number of families on income assistance in British Columbia in 1997 and found that the only ones that were thriving were those who enjoyed the steady support and companionship of close family members. Michalski, Joseph H. and Mary-Jean Wason, 1999, *Labour Market Changes and Family Transactions*, CPRN Study No. F|07, www.cprn.org
- ⁸ Cooper, Merrill, 2001, *Housing Affordability: A Children's Issue*, CPRN Discussion Paper No. F|11, www.cprn.org
- ⁹ Maxwell, Stephanie, Marilyn Moon, and Misha Segal, 2001, *Growth in Medicare and Out-of-Pocket Spending: Impact on Vulnerable Populations*, *The Commonwealth Fund* www.cmwf.org/programs/medfutur/maxwell_increases_430.asp
Older, low-income women in the United States spent an average of \$5,969 in out-of-pocket health expenses in 2000. The burden on Canadians is far less.
- ¹⁰ Duxbury, Linda and Chris Higgins, 2001, *Work-Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?* CPRN Discussion Paper No. W|12, www.cprn.org
- ¹¹ This disadvantage was identified in the 123 GO program launched by Centraide du Grand Montréal to help neighbourhoods rebuild from within.
- ¹² Gender and race have become much less significant in explaining differences in earnings. See Robert I. Lerman, *Meritocracy Without Rising Inequality? Wage Rate Differences Are Widening by Education and Narrowing by Gender and Race (September 1997)*, Number 2 in Series, "Economic Restructuring and the Job Market," Urban Institute, <http://www.urban.org/econ/econ2.htm>
- ¹³ Statistics Canada, 2000, *Education Indicators in Canada: Report of the Pan-Canadian Education Program 1999*, Ottawa, Statistics Canada and Council of Ministers of Education of Canada.
- ¹⁴ Myles, J., G. Picot and W. Pyper, 2000, "Neighbourhood Inequality and Canadian Cities," Statistics Canada, Business and Labour Market Analysis Division, No. 160, www.statcan.ca; and Hatfield, Michael, 1997, "Concentration of Poverty and Distressed Neighbourhoods in Canada," Applied Research Branch, Human Resources and Development Canada, No. W-97-1E.
- ¹⁵ New Zealand Treasury, "Towards an Inclusive Economy," May 2001, www.treasury.govt.nz; see also "Preventing Social Exclusion," Report by the Social Exclusion Unit, UK Cabinet Office, March 2001, www.cabinetoffice.gov.uk/seu/index.htm
- ¹⁶ Hatfield, op. cit., p. 16.
- ¹⁷ Rivlin, Alice, 2001, "The Challenges of Affluence," *The Journal of the National Association for Business Economics*, Vol. XXXVI, No. 1, January 2001, p. 11.

November 6, 2000, Ottawa
School-aged Children across Canada:
A Patchwork of Public Policies, Roundtable

November 17, 2000
Thinking about Marginalization:
What, Who and Why?, Jane Jenson

December 11, 2000, Ottawa
Affordable Housing:
A Children's Issue, Roundtable

December 12, 2000, Ottawa
Asking Citizens What Matters
for Quality of Life, Workshop

WHY SYNERGY?

The theme of this year's annual report is "Synergy" – something we aspire to as an organization, but also a worthy goal of public policy.

Synergy is a state where the whole is greater than the mere sum of its parts.

In an organization, synergy means members accomplish much more working together than they could separately. Relationships of trust and respect, shared values, participatory decision making, the opportunity to develop skills, and a good balance between the demands of the workplace and outside life, among other things, foster synergy. One stream of CPRN's research seeks to identify the conditions for synergy in the workplace.

We also apply the idea of synergy to public policy. The relationship between social and economic policies can be conflictual or it can be synergistic. Good economic policy supports and relies on comprehensive social programs. Equally important, good social policy fosters the strongest economy, one that wastes no talent because there are opportunities for all to contribute. CPRN continues to search for the best mix of economic and social policies to achieve that synergy.

Public Dialogue Group at St. Mary's Collegiate and Vocational Institute (St. Mary's, Ontario) with Grade 12 communications students and Moderator and Recorder on Quality of Life.



Judith Maxwell greets participants at the National Roundtable on Learning in Edmonton, Alberta.



CPRN Roundtable on Building Citizenship: Governance and Service Provision in Canada organized for the International Development Research Centre (IDRC).



2001

December 13, 2000, Ottawa
Quality of Life Indicators Project,
Workshop on Indicator Practitioners

December 13, 2000
NetworkNews, Number 11

January 25, 2001
*Toward a Common Citizenship: Canada's
Social and Economic Choices*, Judith Maxwell

CORPORATE OVERVIEW

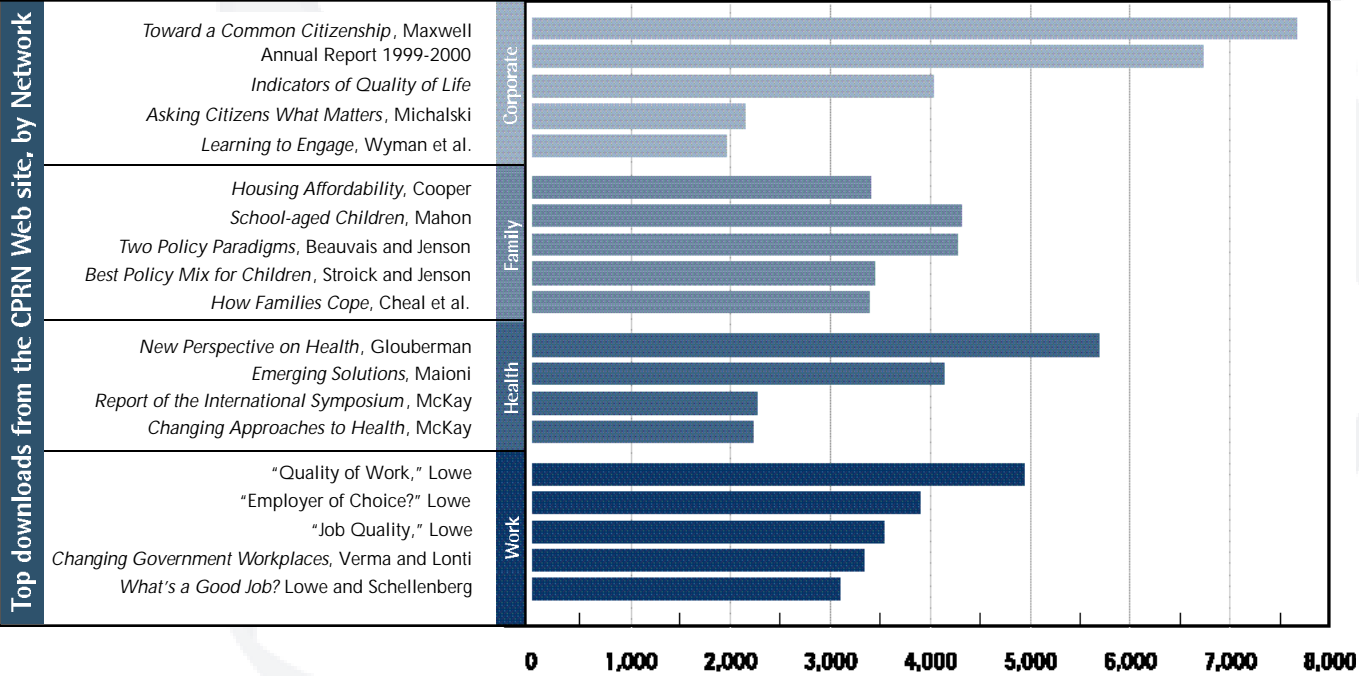
CPRN has made great strides this year, releasing 24 research papers, undertaking new research streams, deepening our experience with citizen engagement, expanding the reach of our research findings and publications, taking steps to increase our efficiency and moving ahead with plans for a more secure funding base in future.

Our Stakeholders...

CPRN provides a neutral space within which stakeholders, researchers, funders and sponsors can exchange perspectives and look for that important synergy between social and economic policies. During 2000-01, we held 13 roundtables and research workshops (compared with 11 a year earlier). Almost 300 individuals representing governments, the private sector, the voluntary sector and the academic community took part.

CPRN's efforts to connect with stakeholders go much further. The President and Network Directors spend many hours a year presenting the results of our work to a wider audience. In 2000-01, they made presentations or delivered speeches at more than 100 events in Canada and abroad (up from 90 the year before).

Perhaps most exciting has been the growing dissemination of our research through our Web site. CPRN has become a true market place for ideas. The number of visitors to the site has more than doubled, from 100,000 last year to over 200,000 this year. More important still, visitors have taken away well over 200,000 electronic copies of our publications in the year ending June 30, 2001.



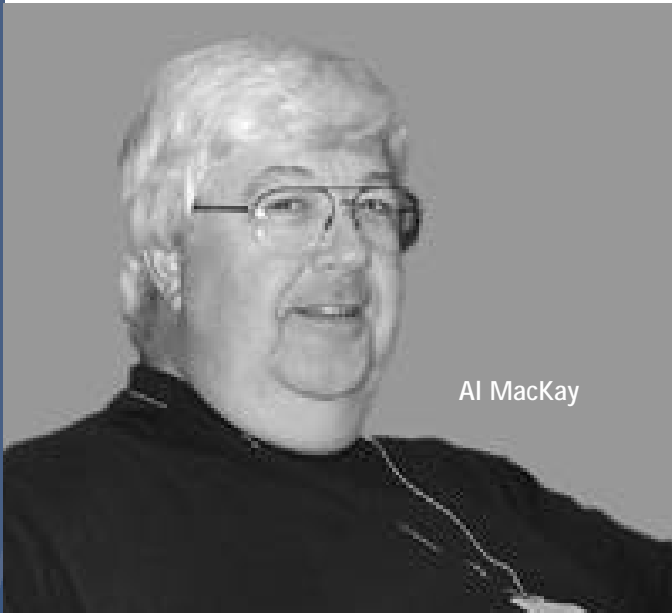
January 26, 2001
"Emerging Solutions": Quebec's Clair Commission Report on Health Care Reform, Antonia Maioni

February 1, 2001, Ottawa
 Research Workshop on Post-Secondary Access and Student Financial Aid

February 2, 2001
Report of the International Symposium on Canadian Health Policy, Lindsey McKay

Our weekly electronic newsletter, which keeps readers abreast of our latest publications, speeches, presentations, events and other happenings, now has more than 3,000 subscribers across Canada and around the world, almost double the number a year ago. Our quarterly newsletter, *NetworkNews*, with its summaries of recent research reports, interviews, news from the Networks, and President's column, remains another vital link with our supporters.

Policy Direct, a customized information service for provinces has an important and growing clientele. Ten departments in seven provinces and territories now receive monthly advance releases of CPRN research publications, special reports and presentations, and notice of new research initiatives. We hope to expand this important link with policy analysts across the country in the year to come.



Al MacKay

NGO Policy Researcher:

"I read *NetworkNews* cover to cover. CPRN is a valuable source for me in my work. It is nice to be able to get a glimpse of the broad picture."

We continue to make every effort through the mass media to bring the results of our research, its implications for public policy and that search for synergy to the attention of Canadians at large. In the past year, CPRN's researchers, directors and president received coverage on radio and television, in print and magazines on more than 400 occasions, in the form of interviews, commentaries, book reviews and news stories in locations from coast to coast.

Our People...

A search for new synergies and efficiencies within CPRN has been our workplace priority in the past year. As an organization entering adolescence, CPRN needed something akin to its own personal development plan. So we got to work, and we now have a five-year strategic plan, which bears the stamp of our Board of Directors, our managers and our staff.

Al MacKay, Vice-President, Operations

Al joins CPRN from the world of broadcasting. A former General Manager for CPAC and Vice-President and Station Manager for CJOH-TV, Al has also worked as a policy and communications consultant. He is highly regarded for his work as policy strategist on violence on television for the broadcast industry. He is an active volunteer and a member of the Board of the Vanier Institute for the Family and Chair of the Media Awareness Network.

February 2, 2001
Making the Lalonde Report,
Lindsey McKay

February 2, 2001
*Changing Approaches to Health: The History of a
Federal/Provincial/Territorial Advisory Committee*, Lindsey McKay

February 2, 2001, Ottawa
Staff Development Day

As anyone who has participated in such a process knows, what an organization learns about itself is as important as the final product. And what we learned was that CPRN needed to become more business-minded without compromising its mission, its values or its focus on excellent research. So once again, with the input of staff, board directors and managers, we now have a business model and a financial strategy.

To lead the implementation of the strategic and business plans, we have recruited a new Vice-President of Operations and a Vice-President of Development to lead a fundraising campaign to diversify our funding sources.

Staff workshops have helped us tap into the creativity in our midst. New expertise and new software tools have added both predictability and reliability to our work processes.

A document management system, new financial software and a more systematic effort to define staff roles and responsibilities will all contribute to the synergies among us, helping us to work efficiently and to take full advantage of our talent pool, our resources and our institutional memory.

Our Future...

A key driver of change at CPRN in recent years has been our shifting funding base. CPRN received its last annual operating grant from the federal government in 1999-2000. Since then, and with the investment of a federal capital grant, CPRN has been seeking a wider range of potential funders to ensure its independence and financial sustainability over the long term. We now price our research so as to recover all project costs *plus* the indirect costs of CPRN infrastructure. We have more work to do to diversify our sources of revenue if CPRN is to have a secure future.



Pamela Miles

Pamela Miles, Vice-President, Development

Pamela was formerly Assistant Director of Development at Carleton University, where she managed the major individual gift program. She was also a key strategist in the university's very successful \$100 million *Capital* campaign. Pamela cut her fundraising teeth on the *World of Opportunity* campaign at the University of British Columbia, where she worked for nine years. That campaign succeeded in raising \$250 million over a five-year period.

February 5, 2001
Employer of Choice? Workplace Innovation in Government, Graham Lowe

February 15, 2001
Two Policy Paradigms: Family Responsibility and Investing in Children, Caroline Beauvais, Jane Jenson

March 1, 2001
Housing Affordability: A Children's Issue, Merrill Cooper

Efforts to improve our financial sustainability were complicated by a number of factors during 2000-01. Notably, the past year was one of transition for our Health Network, and we have experienced long delays and extra work to cope with tightened federal government contracting and contribution rules. Nevertheless, 53 percent of our project funding came from federal departments, 17 percent from foundations, 12 percent from private sector corporations and 10 percent from provincial governments. A net drawdown of \$1.1 million from our capital fund was used to improve our information systems, provide added support to four strategic projects, invest in plans for a major fundraising campaign and cover a shortfall in operating revenue.

We have made progress this year, especially with internal economies and efficiencies. There is more to be done. We are working with our board and stakeholders to develop the new funding sources needed to ensure CPRN's financial sustainability for the long term.

Austrian Web Site Visitor:

"Je trouve votre www-page très utile, informative et fort intéressant ! Merci beaucoup de votre travail !"

Saying Hello and Goodbye

Every year at CPRN brings both sad partings and exciting arrivals: 2000-01 was no exception.

The Board of Directors said goodbye to Greg Marchildon, who resigned to join the Commission on the Future of Health Care in Canada. Long-time Directors Mary Mogford and Harvey Lazar completed their second terms and were appointed Board Associates as of June 30, 2001. Andromache Karakatsanis and Allan Shaw join the Board as Directors effective July 1, 2001.

We welcomed a new Vice-President of Operations, Al MacKay, and a Vice-President of Development, Pamela Miles, and we said good-bye to the Director of the Health Network, Sholom Glouberman, and to our Secretary-Treasurer, Louise Séguin-Guénette.

Among staff, we said hello to Trish Adams, Jodey Derouin, Judith Hamel, Barbara Legowski, Rebecca Marland, Megan Mathews, and Paul Mercier. And we said goodbye to David Adams, Terry Albert, Kevin Conway, Soni Dasmohapatra, Philip Groff, Shafiullah Jan, Lindsey McKay, Kathryn McMullen, Sara Nassif, Maggie Padlewski, Joe Peters, Jacob Schiff and Lois Sweet.

March 9, 2001
NetworkNews, Number 12

March 14, 2001
Post-Secondary Access and Student Financial Aid in Canada: Current Knowledge and Research Gaps, E. Dianne Looker, Graham S. Lowe



Administrative Staff

- Vice-President – Operations: Al MacKay
- Vice-President – Development: Pamela Miles
- Public Involvement Program – Karen Jackson, Director and Research Fellow, Sandra Zagon, Project Manager
- Public Affairs – Peter Puxley, Director, Gisèle Lacelle, Coordinator, Publications and Conference Services
- President’s Office – Annette Wilcox, Executive Assistant, Louise Coupal-Jauvin, Secretary to the Executive Assistant
- Finance and Administration – Monique Strathern, Financial Controller, Joanne Lauzon, Contract Administrator and Human Resources Officer, Iouliia Evitchenko, Finance Clerk, Corey Ann D’Aoust, Receptionist/Clerk
- Informatics – Joe Peters, Manager, Paul Mac Neil, Systems Administrator, Kevin Timms, Knowledge Architect, Deepjot Singh Sethi, Web Publisher Developer

March 14, 2001
 Summary of Workshop Discussion – Research Workshop on Post-Secondary Access and Student Financial Aid, E. Dianne Looker and Graham S. Lowe

March 15, 2001
 School-aged Children across Canada: A Patchwork of Public Policies, Rianne Mahon

PUBLIC INVOLVEMENT PROGRAM



Karen Jackson

Karen Jackson, Director Public Involvement Program, Research Fellow

Karen is on a two-year Executive Interchange Assignment from the federal government. She was Director General, Learning, Employment and Economic Participation at the Department of Indian Affairs and Northern Development (DIAND) before joining CPRN in April 2000. At DIAND, and at Human Resources Development Canada and Employment and Immigration Canada before that, Karen had extensive experience in management of policy development in the areas of labour markets, education, economic development, social security, federal-provincial relations and Aboriginal Affairs.

CPRN and Citizens – Seeking a Meaningful Voice in Public Policymaking

CPRN has strengthened its capacity to engage Canadians in dialogue on issues that matter. It has done so with an ever-expanding network of citizens, governments, private and not-for-profit organizations and media.

The Quality of Life Indicators Project (QOLIP) has developed a prototype set of 40 national indicators grouped around 9 themes (Democracy, Health, Education/Learning, Environment, Social Programs/Conditions, Personal Well-being, Community, Economy/Employment and Government).

Community Volunteer:

“I’ve been reading the material on the Quality of Life Project on your Web site and it is wonderful!”

In October 2000, almost 350 Canadians took part in 40 different groups in 20 towns and cities across the country. They discussed what matters for quality of life in Canada and how to determine whether things are improving or not. Indicator experts then helped translate the citizen-participants’ priorities into the prototype set of indicators.

Our next step is to use these citizens’ indicators to prepare the first ever Canadian Quality of Life Report Card – a report card whose data will capture the essence of what citizens have told us is important. A “how-to” handbook for communities will follow. It will help communities develop indicators to monitor and measure the quality of life in their locale.

March 19-20, 2001, Edmonton
National Roundtable on Learning

April 27, 2001
Quality of Life: What Matters to Canadians – Lessons Learned, Miriam Wyman

Last year also saw the wind-down of CPRN's The Society We Want (TSWW) project, a five-year public dialogue initiative (1996-2001). Over its life, TSWW helped Canadians organize themselves to discuss key social policy issues. Dialogue groups tackled topics like Canada's children, the social safety net, the role of government, health and the health care system and changes in the world of paid work. Almost 4,000 citizens across the country have used TSWW material and the dialogue information kits are still in demand. TSWW was a pioneering effort. Its process and experience are recognized as the foundation for current and future participatory public dialogues.

Looking ahead, CPRN plans to use public dialogue as a means to involve citizens directly in research on environmental and sustainable development, health reform, ageing, quality of public education, and privacy of personal information. At the same time, we intend to advance our thinking conceptually about how and when and under what circumstances it is appropriate to draw citizens more directly into policymaking processes.

Corporate Executive:

"I have watched the Society We Want dialogue process with interest and it is the most groundbreaking work that has been done as far as I'm concerned."



Participants at a workshop exchange views on how to measure the quality of life.



April 27, 2001
Asking Citizens What Matters for Quality of Life in Canada – Results of CPRN's Public Dialogue Process, Joseph H. Michalski

April 27, 2001
Indicators of Quality of Life in Canada: A Citizens' Prototype – Summary of Results of Public Dialogue Sessions and Prototype of National Indicators

FAMILY NETWORK

The Family Network continues to focus on three policy research streams that have a major impact on Canadian families of all types.

Best Policy Mix for Canadians Stream

This year saw the completion of several reports in the now well-established Best Policy Mix for Canadians stream.

The discussion paper, *Two Policy Paradigms: Family Responsibility and Investing in Children*, by Caroline Beauvais and Jane Jenson, examines shifts in the patterns of policy thinking and program delivery for families with preschool children by the federal government and all 10 provinces. It includes detailed policy inventories and an analytic essay tracing the variation in policy approaches used in Canada over time.

Rianne Mahon similarly applies the Network's unique inventory and analysis methodology to policies affecting children aged 6 to 15 in the study, *School-aged Children across Canada: A Patchwork of Public Policies*. The title says it all; this group too often receives less attention than it deserves.

The same analytic approach is adopted by Fraser Valentine in the discussion paper, *Enabling Citizenship: Full Inclusion of Children with Disabilities and Their Parents*, which bridges the research in the Best Policy Mix for Canadians Series with the thinking emerging from the Citizenship Series. The paper maps the blockages to full integration of children with disabilities into Canadian society as well as provides information about those jurisdictions which have done the most.

Finally, in response to growing concerns about the consequences of inadequate housing for the well-being of children, Merrill Cooper explores the issues in the discussion paper, *Housing Affordability: A Children's Issue*.

The uptake and interest generated by these reports is significant, as indicated by the number of copies (more than 15,000) that have been downloaded from the CPRN Web site since their release.

Mother of a Disabled Child:

"Regarding the rights of children to full inclusion – finally, someone has put some guts into this issue!!"

Citizenship Stream

The Family Network continues to be a leader in discussions on social cohesion, citizenship and diversity in Canadian policy communities.

Extensive research has been undertaken this past year on the theoretical issues that have a major impact on the Canadian diversity model and democracy. These efforts will culminate in a roundtable in the Fall of 2001 and the publication of two discussion papers.

Other upcoming releases in this series explore the citizenship status of youth. These include a summary report and literature review on youth and the transition to citizenship – a path-breaking cross-Network essay written by CPRN's own young researchers; two literature reviews on youth recreation; and a joint report on young people's access to recreation prepared with the Canadian Council for Social Development.

April 27, 2001, Ottawa
Youth and Citizenship: Reviewing the Literature,
Rethinking the Categories, Roundtable

May 1, 2001
*What's a Good Job? The Importance of Employment
Relationships*, Grant Schellenberg, Graham Lowe

Provincial Assistant Deputy Minister:

"We agree that the issue of housing affordability and its potential impact on low income families with children is an important one. We will consider your recommendations in the development of our programs."

The Network also conducted a workshop to explore the issue of economic and social marginalization as an issue of social citizenship, and produced the backgrounder, *Thinking about Marginalization: What, Who and Why?*

Finally, the Family Network's *Social Cohesion Nexus* list-serve has been followed avidly by readers from Australia to Zambia and many points in-between. Inaugurated in July 2000, the *Social Cohesion Nexus* now boasts over 650 subscribers in 36 countries, and is considered "the place" for information on social cohesion research and activities. Prepared by Denis Saint-Martin, *Nexus* is posted on the CPRN Web site.

Governance and Social Policy Stream

The Family Network's newest research stream saw the publication of its first discussion paper, *Governing in an Integrated Fashion: Lessons from the Disability Domain*, by Michael J. Prince. The paper seeks to identify the governance and accountability structures that will allow an agenda of child development, family support and social inclusion for children with disabilities to move forward in Canada.

Other projects in this stream are well underway, one of which will result in a roundtable and the publication of five papers on *Building Citizenship: Governance and Service Provision in Canada* during the Fall of 2001.



Jane Jenson – Director, Family Network

Jane Jenson, Ph.D., FRSC, has been the Director of the Family Network since June 1999. In 2001, she was granted a Tier 1 Canada Research Chair for Governance and Citizenship to be held at the Université de Montréal. This is an honour "awarded to experienced researchers whose peers acknowledge them as world leaders in their field." She is professor of political science at the Université de Montréal and Director of the Université de Montréal/McGill University Institute of European Studies, one of four in Canada supported by the European Commission, as well as Editor of *Lien social et Politiques* – RIAC, a franco-Quebec social policy journal. She holds two grants from the Social Sciences and Humanities Research Council of Canada (SSHRC).

Family Network staff:

- Sharon M. Stroick, Ph.D., MCIP – Manager
- Caroline Beauvais, M.Sc. – Researcher
- Judith Hamel, B.Sc. – Research Assistant to the Director
- Denis Saint-Martin, Ph.D. – CPRN Research Associate
- Trish Adams – Administrative Assistant, Family and Work Networks

University Professor:

"Your presentation provoked my students into thinking about who they were, and into thinking about Canadian citizenship, diversity, and national characteristics. They won't forget it."

May 3-4, Ottawa

If "All Children" Truly Meant All Children: Children with Disabilities in Policy and Policy Processes, Roundtable

May 11, 2001

Discovering The Society We Want,
Newsletter, Number 6

WORK NETWORK

The Work Network explores the leading edge of labour market and workplace transformation. By illuminating how the changing world of work affects the lives of Canadians, we contribute to informed public discussion of policy options and employer actions.

Our research program is organised around two themes: developing tomorrow's workforce, and creating tomorrow's workplace.

Developing Tomorrow's Workforce

This theme incorporates a host of important issues around the development of workers' knowledge and skills. Also central are practical concerns about recruitment and retention, in light of looming labour shortages and intense competition for talent as baby boomers head into retirement.

Human Resource Renewal

In February, we published the synthesis report from the three-year Human Resources in Government (HRG) study. Entitled *Employer of Choice? Workplace Innovation in Government*, the report has been widely circulated and discussed by public sector employers across Canada. Its signal contribution is the linking of workforce renewal goals with workplace reform. It argues this link will both make governments attractive and rewarding places to work *and* contribute to improved public services.

We also published a discussion paper, *Changing Government Workplaces*, by Anil Verma and Zsuzsanna Lonti, which analyses HRG survey findings on organisational change and human resource management practices.

Building on the HRG study, we launched a new study of how the four Atlantic provinces and the federal government in that region can, as employers, meet their

changing human resource needs. The goal is to identify effective steps that these employers can take to find and keep the talent they will need in the face of a massive exodus of baby boomers and more intense competition for workers regionally. The practical lessons from this work will be of interest to governments across the country.

The ageing workforce is a dominant theme in the HRG study, and the Atlantic region sequel. We have commissioned Victor Marshall to rethink workforce ageing from the broader, more integrative perspective of the "life-course." This should provide policymakers and practitioners with a new lens through which to view the interaction of demographic and labour market changes.

Managing and Developing People in a Knowledge-based Economy

More than any other sector, high tech has experienced serious skill and labour shortages – in large part because firms compete for talent globally. This forms the subject matter of a discussion paper by Badrinath Rao, documenting the experiences of Asian computer professionals in Canada. Our future research plans include a closer look at human resource management practices in high-tech firms.

Renewal challenges also confront Canada's voluntary sector – an important component of the emerging knowledge economy. A series of studies on the human resource capacity of the voluntary sector will begin in the Fall of 2001, examining the sector's workforce, its working conditions, opportunities for skill development, retention and renewal challenges, and employers' human resource management practices.

May 24, 2001
Towards a New Perspective on Health Policy, Sholom Glouberman

June 6, 2001
NetworkNews, Number 13

June 8, 2001
Changing Government Workplaces, Anil Verma, Zsuzsanna Lonti

Organization Effectiveness Consultant:

"We were doing a recruitment and retention project for a provincial health region when we read *What's a Good Job?* We will certainly be suggesting our client read the study!"

Learning and Skills

Learning and skills are at the core of public policy these days. The Work Network has helped advance this agenda through two roundtables, each involving background papers and reports of proceedings.

One roundtable, sponsored by the Canadian Millennium Scholarship Foundation, engaged a wide range of stakeholders in crafting a research agenda to fill gaps in knowledge about post-secondary access and student financial aid. The other was a National Roundtable on Learning, sponsored by Human Resources Development Canada. It produced a "learning vision for Canada."

Learning is more than attending classes. Indeed, many individuals actively achieve new knowledge and skills by informal means. This informal learning – much of it job-relevant – is the subject of a report by David Livingstone, to be published in the winter of 2001-02.

Creating Tomorrow's Workplace

Under this theme, we continue to probe the connections between work environments, the quality of work life, and organizational performance.



Graham S. Lowe

Graham S. Lowe – Director, Work Network

Graham Lowe, Ph.D., is Professor of Sociology at the University of Alberta. He has been visiting professor, lecturer and researcher at numerous universities in Canada, Europe, and Asia. His research and publications examine issues such as school-work transitions, human resource development, new technologies, labour market trends, job stress, unionization, and employment-related public policy. He is principal co-investigator of the ongoing School-Work Transitions Project in Edmonton. His latest book, *The Quality of Work: A People-Centered Agenda*, is published by Oxford University Press.

Work Network staff:

- Grant Schellenberg, M.A. – Senior Researcher
- Heather Fulsom – Network Coordinator
- Paul Mercier – Visiting Senior Researcher
- Adam Seddon, M.A. – Researcher

June 21, 2001

Report on the National Roundtable on Learning, Graham Lowe

June 27, 2001

Enabling Citizenship: Full Inclusion of Children with Disabilities and Their Parents, Fraser Valentine

June 27, 2001

Governing in an Integrated Fashion: Lessons from the Disability Domain, Michael J. Prince

Employment Relationships

The final report of the Changing Employment Relationships (CER) study, *What's a Good Job? The Importance of Employment Relationships*, has a compelling message: high-quality work environments contribute to trust, commitment, good communication and worker influence on the job, and these are crucial ingredients of what constitutes a “good job” for workers, and a productive organisation for employers.

As a follow-up, we have commissioned Karen Hughes to use the national survey from this study to interpret gender differences in work experiences and working conditions, and the implications these have for workplace policies.

Senior Federal Manager:

“The insights and perspectives you provide enable us to increase our understanding of the dynamics of labour-management relations.”

Quality Jobs

A major new initiative is *jobquality.ca*, a Web site that is a one-stop, regularly updated, user-friendly source of data on the quality of employment in Canada. The target audiences include employers, individual workers, policymakers, teachers and career counsellors, students, unions, human resource professionals, researchers and the media.

Jobquality.ca is designed to be a catalyst for more informed discussion about workplace environments. Interactive features will enable individuals and employers to benchmark their organisation's human resource practices, work environment, and workforce characteristics against industry, sector, region, and all of Canada.


Healthy and Supportive Workplaces

Research in the Network converges on a very practical question: What are the ingredients of a healthy and supportive workplace? To help provide answers, we will be publishing research by Linda Duxbury and Chris Higgins that documents increased work-family imbalance in the past decade. Their report identifies what steps can be taken to create less stressful and more supportive work environments.

In collaboration with the Institute for Work and Health, two projects are underway that use data from the National Survey in Employment Relationships. One will investigate the reporting of work injuries for compensation, and the other will study the factors that contribute to the perception of a workplace as “healthy.”

We are also launching a new, multi-disciplinary project to identify a model for a healthy workplace in the health care sector. We will focus on human resource management practices, work environments, and industrial relations – all critical factors in creating the kinds of high quality jobs for health care workers that will ensure the sustainability of the health care system.

Looking ahead, we plan to focus increasingly on the intersections of social and economic policy. This means attempting to unravel the complex links between two major goals identified in our extensive consultations with employers, policymakers and employees – improved quality of work life and organizational performance.



University Professor:
"As a Canadian it makes me proud to see such quality work as CPRN produces."

HEALTH NETWORK

A New Network Director and a New Niche

Catherine Fooks, formerly the Associate Registrar for the College of Physicians and Surgeons of Ontario, will take up the post of Director of the Health Network in November 2001. Catherine brings a wide experience in health policy and health research in think tanks and regulatory agencies and at the Ontario Ministry of Health. She is ideally suited to lead the Health Network as it develops its new agenda.

Governance – The New Research Theme for the Health Network

The Health Network has adopted a new niche of interest – governance. The definition of governance includes “the processes of governing by public policy networks that include both public and private sector actors.” The private and social actors are especially important in health care.

We have commissioned an initial background paper on international trends in health care governance and other papers to be developed may include the following: a comparative paper on models for professional regulation, an examination of the gaps in accountability frameworks, and a paper looking at the links between formal and informal care.

We will also maintain CPRN’s interest in federal-provincial relationships. We propose to look at the evolution of federal-provincial relations in health care in terms of the past and current rules of government engagement; the past and present roles of government in health policy; and the future roles for the federal government within the federal system.

Former Federal Minister:

“I congratulate you for your very well-researched paper on the Lalonde Report. It is excellent.”

Health Policy Analyst:

“*Making the Lalonde Report* is an excellent piece of work. Those were exciting times!”

Papers relevant to the governance theme released this year include:

- “*Emerging Solutions*”: *Quebec’s Clair Commission Report and Health Care Reform*, by Antonia Maioni, a background paper published in January 2001, assesses the Clair Commission’s key recommendations for: 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. Maioni maintains that the report identifies the limits to public sector capacity in the health care sector and raises doubts about the long-term sustainability of a public model in health care provision.
- *Environmental Scan on Health Services Research Priorities*, by Terry Albert, was released in February 2001. Early in 2001, the Canadian Health Services Research Foundation (CHSRF) launched a health services research priority assessment process in partnership with the Canadian Coordinating Office for Health Technology Assessment, the Canadian Institute for Health Information, the Federal/Provincial/Territorial Advisory Committee on Health Services and the Institute of Health Services and Policy Research. CPRN’s contribution was an environmental scan of 56 organizations that included decision/policymakers, applied research groups, research funding organizations and international agencies. The final CHSRF report, *Listening for Direction*, pointed to governance within the health sector as a top priority for research, a result that strongly reinforces CPRN’s decision to focus on the governance theme.

Listening for Direction also identified health human resources as a priority. CPRN’s Work Network is currently engaged in an action-research project on *Creating High-quality Health Care Workplaces*. The project starts from the premise that creating healthy workplaces is crucial to the overall quality of work life among health care workers and, in the more immediate term, can help address the growing health human resources crisis.

Completion of the New Perspective Project

The publication of *Towards a New Perspective on Health Policy*, by Sholom Glouberman, marks the completion of a three-year research project on the development and implementation of health policy. This synthesis report ties together numerous separate studies and the results of discussions involving some 3,500 people at more than 90 events held over the course of the project.

The study looks at three fundamental questions:

- What is health?
- What is a health system?
- What is health policy?

Its thesis: *The quality of the interaction between the individual and his or her social context is a key contributor to health.* The study points to the value of placing health care system reform into a broader context.

A number of other papers within the same research stream were released during the year:

- *Making the Lalonde Report*, by Lindsey McKay, published in October 2000, analyzes how and why the Lalonde Report "A New Perspective on Health" (1974) was written, including how the Lalonde 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.
- *Changing Approaches to Health: The History of a Federal/Provincial/Territorial Advisory Committee*, by Lindsey McKay, published in January 2001, traces the major transitions in health policy through the history of the changing health committee structure from 1973 to the present.
- *Report of the International Symposium on Canadian Health Policy*, by Lindsey McKay, details the proceedings of a gathering of international health experts who came together in May 2000 to test the developing hypothesis of the project.
- *An Analysis of Blockage to the Effective Treatment of Clients from Acute Care to Home Care*, by Sholom Glouberman and Caryl Arundel, identifies the key problems related to transferring clients from hospitals to home care and lists best practices for overcoming such difficulties.



Catherine Fooks – Director, Health Network

Catherine Fooks will join CPRN in November 2001. She is formerly the Associate Registrar for the College of Physicians and Surgeons of Ontario and also held the posts of Director of Policy and Communication and Director of Policy and Research for the College. She spent three years with the Premier's Council on Health Well-Being and Social Justice (Ontario) where she was Director of Research and Policy and Director of the Research Services Unit. She has been a Senior Policy Advisor to the Ontario Minister of Health, Research Coordinator (Health Policy) at the Centre for Health Economics and Policy Analysis, Department of Clinical Epidemiology and Biostatistics, at McMaster University, and Principal Researcher for the Select Committee on Health of the Legislative Assembly of Ontario. She has an M.A. in Political Science from Queen's University.

Health Network staff:

- Terry Albert, MHA – Network Leader
- Barbara Legowski, M.A. – Research Associate
- Lindsey McKay, B.A.(H) – Researcher

Irish Regional Health Professional:

"We are writing our new strategy to address both health status and services. I have been drawn to the Canadian model and have been trawling your Web site. It is very productive."

OUR SUPPORT

Corporate Sponsors

- BCE Inc.
- Canadian Pacific Charitable Foundation
- Hydro-Québec
- IPSCO Inc.
- Power Corporation of Canada

Project Funding

Corporations

- Canadian Pacific Charitable Foundation
- Canfor Corporation
- Home Depot Canada
- Nestlé Canada Inc.
- NOVA Chemicals Corporation
- Scotiabank
- Syncrude Canada Ltd.

Provincial Governments

- **Alberta**
 - Alberta Children's Services
 - Alberta Human Resources and Employment
- **British Columbia**
 - Ministry of Children and Families
 - Office of the Auditor General
 - Public Service Employee Relations Commission
- **Manitoba**
 - Family Services and Housing
- **Nova Scotia**
 - Department of Human Resources Development

- **Ontario**

- Ontario Management Board of Cabinet

- **Saskatchewan**

- Ministry of Community and Social Services

Federal Departments and Agencies

- Agriculture Canada
- Canadian International Development Agency
- Citizenship and Immigration Canada
- Department of Canadian Heritage
- Department of Indian and Northern Affairs
- Health Canada
- Human Resources Development Canada
- Industry Canada
- International Development Research Centre
- Justice Canada
- The Law Commission of Canada
- National Health Research and Development Program
- National Round Table on the Environment and the Economy
- Occupational Health and Safety Agency
- Policy Research Secretariat
- Privy Council Office
- Public Service Commission
- Public Works and Government Services Canada
- Social Sciences and Humanities Research Council of Canada
- Statistics Canada
- The Senate of Canada
- Treasury Board Secretariat

Foundations

- Atkinson Charitable Foundation
- Canada Millennium Scholarship Foundation
- Canadian Health Services Research Foundation
- The Donner Canadian Foundation
- Walter and Duncan Gordon Charitable Foundation
- Hospital for Sick Children Foundation
- Laidlaw Foundation
- SMARTRISK

Associations and Other Organizations

- Canadian Union of Public Employees
- City of Toronto
- Institute for Work & Health
- Institute on Governance
- The Coalition of National Voluntary Organizations
- The Institute for Research on Public Policy
- University of Victoria

Special Thanks

We would like to acknowledge the generous past support of the following federal government departments, who provided core funding to CPRN from its inception in December 1994 until March 31, 2000. Without such support, CPRN might not have become the vital contributor to innovative policy development in Canada that it is today.

- Canadian International Development Agency
- Citizenship and Immigration
- Fisheries and Oceans
- Health Canada
- Human Resources Development Canada
- Public Works and Government Services Canada
- Transport Canada

OUR RECENT PUBLICATIONS

Family Network

Governance of Social Policy Stream

Building Citizenship: Governance and Service Provision in Canada. Essays by Jane Jenson, Jean Harvey, Will Kymlicka, Antonia Maioni and Eric Shragge, Peter Graefe and Jean-Marc Fontan. Discussion Paper No. F|17. September 2001. 120 pp.

Best Policy Mix for Canadians Series

Enabling Citizenship: Full Inclusion of Children with Disabilities and Their Parents Fraser Valentine. Discussion Paper No. F|13. June 2001. 156 pp.

Governing in an Integrated Fashion: Lessons from the Disability Domain. Michael J. Prince, Ph.D. Discussion Paper No. F|14. June 2001. 118 pp.

School-aged Children across Canada: A Patchwork of Public Policies Rianne Mahon, with Policy Inventories prepared by Caroline Beauvais. CPRN Study No. F|10. January 2001. 145 pp. \$12.95. ISBN 1-896703-51-8.

Housing Affordability: A Children's Issue. Merrill Cooper. Discussion Paper No. F|11. January 2001. 49 pp.

Two Policy Paradigms: Family Responsibility and Investing in Children. Caroline Beauvais and Jane Jenson. Discussion Paper No. F|12. February 2001. 86 pp.

What Is the Best Policy Mix for Canada's Young Children? Sharon M. Stroick and Jane Jenson. CPRN Study No. F|09. 1999. 150 pp. \$12.95. ISBN 1-896703-43-7.

A Policy Blueprint for Canada's Children. Jane Jenson and Sharon Stroick. *REFLEXION*. Number 3. October 1999. 36 pp.

Citizenship Series

Thinking about Marginalization: What, Who and Why? Jane Jenson. Background. November 2000. 14 pp.

Health Network

Towards a New Perspective on Health Policy Project

Towards a New Perspective on Health Policy. Sholom Glouberman. CPRN Study No. H|03. 2001. 92 pp. \$12.95. ISBN 1-896703-52-6.

Block 1: Snapshots of Canada: Baby Boomers at 25, 50 and 75

Information Technology, Health and Health Care: A View to the Future. Trevor Hancock and Philip Groff. Discussion Paper No. H|02. June 2000. 88 pp.

The Health Field Concept Then and Now: Snapshots of Canada. Philip Groff and Susan Goldberg. Background Paper. January 2000. 204 pp. Available on request.

Educator:

"The work of CPRN offers much to thoughtful educators."

Block 2: History of Ideas about Health and Policy Implications of the Lalonde Report

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

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

Health beyond Health Care: Twenty-five Years of Federal Health Policy Development. Barbara Legowski and Lindsey McKay. Discussion Paper No. H|04. October 2000. 73 pp.

Towards a New Concept of Health: Three Discussion Papers. Sholom Glouberman, Sari Kisilevsky, Philip Groff and Catherine Nicholson. Discussion Paper No. H|03. August 2000. 49 pp.

Block 3: International Response to Canadian Health Policy

Report of the International Symposium on Canadian Health Policy. Lindsey McKay. May 8-10, 2000. 36 pp.

Other Health Network Research

"Emerging Solutions": Quebec Clair Commission Report and Health Care Reform. Antonia Maioni. CPRN Backgrounder. January 2001. 9 pp.

Work Network

Asian Computer Professionals in Canada

Economic Migrants in a Global Labour Market – A Report on the Recruitment and Retention of Asian Computer Professionals by Canadian High Tech Firms. Badrinath Rao. Discussion Paper No. W|13. July 2001. 61 pp.

National Roundtable on Learning

Report on the National Roundtable on Learning. Rapporteur: Graham S. Lowe. June 2001. 13 pp.

Learning in the 21st Century: Key Issues and Questions. Graham S. Lowe. Background Paper for the National Roundtable on Learning, 19-20 March 2001. 9 pp.

Developing Tomorrow's Workforce

Post-Secondary Access and Student Financial Aid in Canada: Current Knowledge and Research Gaps. E. Dianne Looker and Graham S. Lowe. Background Paper. February 2001. 43 pp.

Summary of Workshop Discussion. Research Workshop on Post-Secondary Access and Student Financial Aid. February 20, 2001. 12 pp.

Human Resources in Government Series

Changing Government Workplaces. Anil Verma and Zsuzsanna Lonti. Discussion Paper No. W|11. Human Resources in Government Series. May 2001. 113 pp.

Employer of Choice? Workplace Innovation in Government – A Synthesis Report. Graham Lowe. 2001. 108 pp. \$15.95. ISBN 1-896703-45-3.

Changing Employment Relationships Series

What's a Good Job? The Importance of Employment Relationships. Graham S. Lowe and Grant Schellenberg. CPRN Study No. W|05. Changing Employment Relationships Series. 2001. 142 pp. \$12.95. ISBN 1-896703-53-4.

Corporate Activities

Youth and Citizenship

A Literature Review on Youth and Citizenship. Caroline Beauvais, Lindsey McKay and Adam Seddon. CPRN Discussion Paper No. CPRN|02. June 2001. 130 pp.

Highlights: Youth and Transition to Citizenship. Caroline Beauvais, Lindsey McKay and Adam Seddon. Based on Discussion Paper CPRN|02 – *A Literature Review on Youth and Citizenship.* June 2001. 23 pp.

Reflexion on Canada

Toward a Common Citizenship: Canada's Social and Economic Choices. Judith Maxwell. *REFLEXION.* Number 4. January 2001. 40 pp. \$10.00

Quality of Life Indicators Project

Asking Citizens What Matters for Quality of Life in Canada – Results of CPRN's Public Dialogue Process. Joseph H. Michalski. April 2001. 66 pp.

Indicators of Quality of Life in Canada: A Citizens' Prototype – Summary of Results of Public Dialogue Sessions and Prototype of National Indicators. April 2001. 23 pp.

Quality of Life: What Matters to Canadians – Lessons Learned. Miriam Wyman. April 2001. 31 pp.

Review of Canadian Quality of Life Survey Data. Matthew Mendelsohn. CPRN Background Paper. September 2000. 47 pp.

A Survey of Indicators of Economic and Social Well-being. Andrew Sharpe. CPRN Background Paper. March 2000. 72 pp.

A Sampling of Community- and Citizen-driven Quality of Life/Societal Indicator Projects. Barbara Legowski. CPRN Background Paper. March 2000. 133 pp.

A complete list of publications is available from CPRN's Web site.

University Librarian:

"CPRN publications have been well used by our students."

FINANCIAL STATEMENTS

Auditors' Report

To the Members

CPRN Canadian Policy Research Networks Inc./
RCRPP Réseaux canadiens de recherche en politiques publiques inc.

We have audited the statement of financial position of CPRN Canadian Policy Research Networks Inc./RCRPP Réseaux canadiens de recherche en politiques publiques inc. as at June 30, 2001 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at June 30, 2001 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the Canada Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Royal Chubb and Thornton
Chartered Accountants

Ottawa
August 3, 2001

Financial Position

June 30, 2001

	2001	2000
	\$	\$
ASSETS		
Current assets		
Cash and cash equivalents (Note 3)	925,701	1,458,767
Grants and other amounts receivable	<u>370,263</u>	<u>377,338</u>
	1,295,964	1,836,105
Marketable securities (Note 4)	6,194,056	7,028,669
Capital assets (Note 5)	<u>342,772</u>	<u>231,103</u>
	<u>7,832,792</u>	<u>9,095,877</u>
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	244,943	203,981
Current portion of deferred revenue	<u>749,499</u>	<u>1,243,262</u>
	994,442	1,447,243
Deferred grant revenue (Note 6)	<u>6,551,716</u>	<u>7,362,000</u>
	<u>7,546,158</u>	<u>8,809,243</u>
NET ASSETS		
Invested in capital assets	342,772	231,103
Unrestricted	<u>(56,138)</u>	<u>55,531</u>
	<u>286,634</u>	<u>286,634</u>
	<u>7,832,792</u>	<u>9,095,877</u>

The accompanying notes are an integral part of the financial statements.

On behalf of the Board,

Quaid Maxwell Director

A. Kraeger Director

Operations

Year ended June 30, 2001

	2001	2000
	\$	\$
Revenue		
Core Federal funding	-	675,000
Project grants	1,423,709	1,302,759
Donations	135,000	310,025
Investment income (Note 6)	382,884	490,036
Fees	78,465	12,348
In kind salaries	192,903	-
Other	22,107	12,462
	<u>2,235,068</u>	<u>2,802,630</u>
Expenditures		
Office services		
Office equipment and supplies	90,310	143,204
Premises	124,961	168,322
Telecommunications	33,984	29,986
Postage and courier	43,619	6,745
Sundry	4,366	27,479
	<u>297,240</u>	<u>375,736</u>
Salaries and benefits	1,474,313	1,314,355
Research and networking	671,512	848,624
Contract and professional services	593,962	393,628
Travel and representation	32,861	86,112
Library and memberships	12,402	13,427
Publications	226,519	238,134
Amortization	86,543	86,332
	<u>3,395,352</u>	<u>3,356,348</u>
Excess of expenditures over revenue		
before long-term unrestricted grant funding	(1,160,284)	(553,718)
Long-term unrestricted grant funding (Note 6)	<u>1,160,284</u>	<u>638,000</u>
Excess of revenue over expenditures	-	84,282

The accompanying notes are an integral part of the financial statements.

Changes in Net Assets

Year ended June 30, 2001

	Invested in capital assets	Unrestricted	2001	Total 2000
	\$	\$	\$	\$
Balance, beginning of year	231,103	55,531	286,634	202,352
Excess of revenue over expenditures (expenditures over revenue)	(86,543)	86,543	-	84,282
Net investment in capital assets	<u>198,212</u>	<u>(198,212)</u>	-	-
Balance, end of year	<u>342,772</u>	<u>(56,138)</u>	<u>286,634</u>	<u>286,634</u>

Cash Flows

	2001	2000
	\$	\$
OPERATING ACTIVITIES		
Excess of revenue over expenditures	-	84,282
Non-cash items		
Amortization of capital assets	86,543	86,332
Amortization of bond discounts and premiums	(33,680)	(48,965)
Changes in working capital items (Note 7)	(1,256,010)	(889,481)
Cash flows from operating activities	<u>(1,203,147)</u>	<u>(767,832)</u>
FINANCING AND INVESTING ACTIVITIES		
Additions to capital assets	(198,212)	(260,674)
Marketable securities invested	2,004,000	(8,079,704)
Maturities of marketable securities	(1,135,707)	1,100,000
Cash flows from investing activities	<u>670,081</u>	<u>(7,240,378)</u>
Net decrease in cash	(533,066)	(8,008,210)
Cash and cash equivalents, beginning of year	1,458,767	9,466,977
Cash and cash equivalents, end of year	<u>925,701</u>	<u>1,458,767</u>

The accompanying notes are an integral part of the financial statements.

Notes to Financial Statements

June 30, 2000

1 GOVERNING STATUTES AND NATURE OF OPERATIONS

CPRN Canadian Policy Research Networks Inc./RCRPP Réseaux canadiens de recherche en politiques publiques inc., a not-for-profit corporation incorporated under Part II of the Canada Corporations Act, serves to promote the advancement of knowledge in Canada regarding socio-economic issues and to establish, maintain and operate research networks. CPRN is a registered charitable organization for purposes of the Income Tax Act (Canada).

2 SIGNIFICANT ACCOUNTING POLICIES

Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenue and expenses during the reporting periods. Actual results could differ from these estimates.

Marketable securities

Marketable securities are carried at cost, with any purchase premium or discount on bond acquisitions being amortized over the term of the applicable holdings.

Capital assets

Capital assets are amortized over their estimated useful lives according to the following methods and annual rates:

	Methods	Rates and periods
Furniture and equipment	Diminishing balance	20%
Computer hardware	Diminishing balance	30%
Leasehold improvements	Straight-line	7 years

Core Federal funding

Government of Canada Core contribution agreements which expired on March 31, 2000 were subject to certain terms and conditions regarding expenditures, and are subject to audit examination. Accordingly, adjustments may be made to contributions originally received, with consequent effect on net revenue or expenditure in the year such examination is completed.

Revenue recognition

CPRN follows the deferred method of accounting for contributions. Under this method, contributions restricted for future periods are deferred and are reported as revenue in the year in which the related expenses are incurred. Unrestricted contributions are reported as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

3 CASH AND CASH EQUIVALENTS

At June 30, 2001, CPRN had invested excess cash in a money market fund, wherein the principal balance with accumulated interest thereon was represented by 476,636 fund units (1,362,604 in 2000) with an equivalent market value of \$476,636 (\$1,362,604 in 2000).

4 MARKETABLE SECURITIES

	2001	2000
	\$	\$
Bond holdings, with interest at rates varying from 4.875% to 9%, maturing from November 2001 to August 2005, with an average effective interest rate of 6.65%. (Market value \$5,533,679, \$6,296,318 in 2000)	5,484,137	6,319,221
13,750 units of various stock indexed mutual funds, at cost. (Market value \$600,007, \$752,929 in 2000)	709,919	709,448
	<u>6,194,056</u>	<u>7,028,669</u>

5 CAPITAL ASSETS

	2001		
	Cost	Accumulated amortization	Net
	\$	\$	\$
Furniture and equipment	230,340	165,528	64,812
Computer hardware	433,218	183,144	250,074
Leasehold improvements	39,040	11,154	27,886
	<u>702,598</u>	<u>359,826</u>	<u>342,772</u>
	2000		
	Cost	Accumulated amortization	Net
	\$	\$	\$
Furniture and equipment	229,633	149,414	80,219
Computer hardware	235,713	118,292	117,421
Leasehold improvements	39,040	5,577	33,463
	<u>504,386</u>	<u>273,283</u>	<u>231,103</u>

6 DEFERRED GRANT REVENUE

During 1999, CPRN received a long-term unrestricted grant of \$9,000,000 from the Government of Canada. It is intended that these funds, together with future interest thereon, will be used to finance investments in research capacity and in developing new research programs. The Grant is subject to a number of conditions and representations, one of which requires that an external review to evaluate program delivery by CPRN be carried out prior to March 31, 2004.

Canadian Policy Research Networks Inc., in connection with the representations made to Government, has adopted a multi-year absorption policy in respect of these funds. The amount to be appropriated in each future year will depend upon Board approval of management allocations. In the fiscal year ending June 30, 2002, as it is intended that a maximum of \$650,000 inclusive of interest income (\$1,000,000 in 2001) will be appropriated to cover authorized expenditures, this amount is included in current deferred revenue, with \$6,551,716 (\$7,362,000 in 2000) being shown on the statement of financial position as long-term deferred revenue.

Interest earned on the long-term unrestricted grant amounted to \$375,600 (\$484,385 in 2000).

7 INFORMATION INCLUDED IN THE STATEMENT OF CASH FLOWS

	2001	2000
	\$	\$
Changes in working capital items:		
Grants and other amounts receivable	7,075	(103,568)
Accounts payable and accrued liabilities	40,962	82,608
Deferred grant revenue	<u>(1,304,047)</u>	<u>(868,521)</u>
	<u>(1,256,010)</u>	<u>(889,481)</u>

Interest received during the year \$291,424 (\$384,622 in 2000).

8 CONTRACTUAL OBLIGATIONS

The Corporation has entered into a long-term lease agreement expiring in October of 2002 which requires lease payments of \$42,800 for the rental of office space in 2002.

BOARD OF DIRECTORS



Board of Directors: from left to right. Back row: Peter Meekison, Gordon Betcherman, Denis Gauthier, Robert Greenhill, Arthur Kroeger, Chair, Allan Shaw and Courtney Pratt. Front row: Robert Brown, Jalynn Bennett, Avrim Lazar, Judith Maxwell and Michèle Thibodeau-DeGuire. Missing: Andromache Karakatsanis and Edward Waitzer.

Arthur Kroeger

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Former Federal Deputy Minister
Ottawa, ON

Jalynn H. Bennett

President
Jalynn H. Bennett and Associates Ltd.
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Gordon Betcherman

Senior Economist
Labour Markets
The World Bank
Washington, DC

Robert Brown

Former Clifford Clark Visiting Economist
Finance Canada
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Toronto, ON

Michèle Thibodeau-DeGuire

President and Executive Director
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Denis Gauthier

Assistant Deputy Minister
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Health Canada
Ottawa, ON

Robert Greenhill

President and Chief Operating Officer
Bombardier International
Montreal, QC

Andromache Karakatsanis*

Secretary of the Cabinet and
Clerk of the Executive Council
Government of Ontario
Toronto, ON

Avrim Lazar

Assistant Deputy Minister
Strategic Policy
Human Resources Development Canada
Hull, QC

Judith Maxwell

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Ottawa, ON

Peter Meekison

Former Alberta Deputy Minister
Victoria, BC

Courtney Pratt

Chief Executive Officer
Toronto Hydro
Toronto, ON

Allan Shaw*

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The Shaw Group Limited
Halifax, NS

Edward Waitzer

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Mary Mogford

Former Ontario Deputy Minister
Partner
Mogford Campbell Associates
Newcastle, ON

Alan Nymark

Deputy Minister
Environment Canada
Hull, QC

*Appointment July 2001



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CPRN RCRPP

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