



IMPACT REPORT

2010-2015

Mowat Centre
ONTARIO'S VOICE ON PUBLIC POLICY

DECEMBER 2015 | MOWATCENTRE.CA



School of Public Policy & Governance
UNIVERSITY OF TORONTO

MOWAT MAKES FRONT PAGE NEWS

“ Not all votes created equal

The Telegram (St. John's)

Byline: James McLeod Mon Mar 29 2010

Mowat Reports: *Some are More Equal than Others; The Principle of Representation by Population*

“ Can Toronto area handle two more NHL teams?

Absolutely, a U of T study says, arguing new Canadian teams would thrive in the GTA as well as in Hamilton

Toronto Star

Byline: Dan Robson Tue Apr 12 2011

Mowat report: *The New Economics of the NHL*

“ Report calls for EI overhaul

Unemployment insurance task force recommends Canada move toward national standardized system

New Brunswick Telegraph-Journal

Byline: John Chilibeck Wed Nov 16 2011

Mowat Report: *Making It Work*

“ EI reforms fall short: Report

Employment public research centre says federal measures do little to address long-standing problems

New Brunswick Telegraph-Journal

Byline: John Chilibeck Wed Jul 11 2012

Mowat report: *What the New EI Rules Mean*

“ Ontario's unequal burden

National Post

Byline: Kelly McParland Fri Dec 21 2012

Mowat report: *Back to Basics*

“ Ontario fiscal burden 'out of line'

Ottawa milking province of \$11B a year, study finds

Toronto Star

Byline: Rob Ferguson Mon Apr 1 2013

Mowat Report: *Filling the Gap*

“ Job skills program attacked as flawed

Training grant unveiled in federal budget should be 'shelved,' report finds

Toronto Star

Byline: Dana Flavelle Mon Jun 17 2013

Mowat Report: *The Training Wheels are Off*

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INTRODUCTION

In February 2015, the Mowat Centre marked its fifth anniversary. As we looked back on our first five years, we had a strong sense that Mowat has made a notable contribution — helping to create policy changes and influencing policy conversations on multiple issues of importance to Ontarians and Canadians.

But as an evidence-based think tank, we challenged ourselves with this question: can we demonstrate our policy impact in a rigorous manner? How to quantify and report on impact is a significant challenge that faces all public policy think tanks. We had already identified tracking and reporting our impact as a strategic priority in 2013 and, as a result, we had already put in place a more rigorous system for tracking and analyzing our impact going forward. In the following pages we apply that analytical lens to the work of our first five years.

Examining our impact quantitatively, this report analyzes our outcomes against performance measures derived from our 2014-2019 strategic plan. This strategic plan captured what had become our primary areas of research focus and expertise and articulated Mowat's aspirational vision going forward. It guides us in strategically delivering on this vision and in measuring our success.

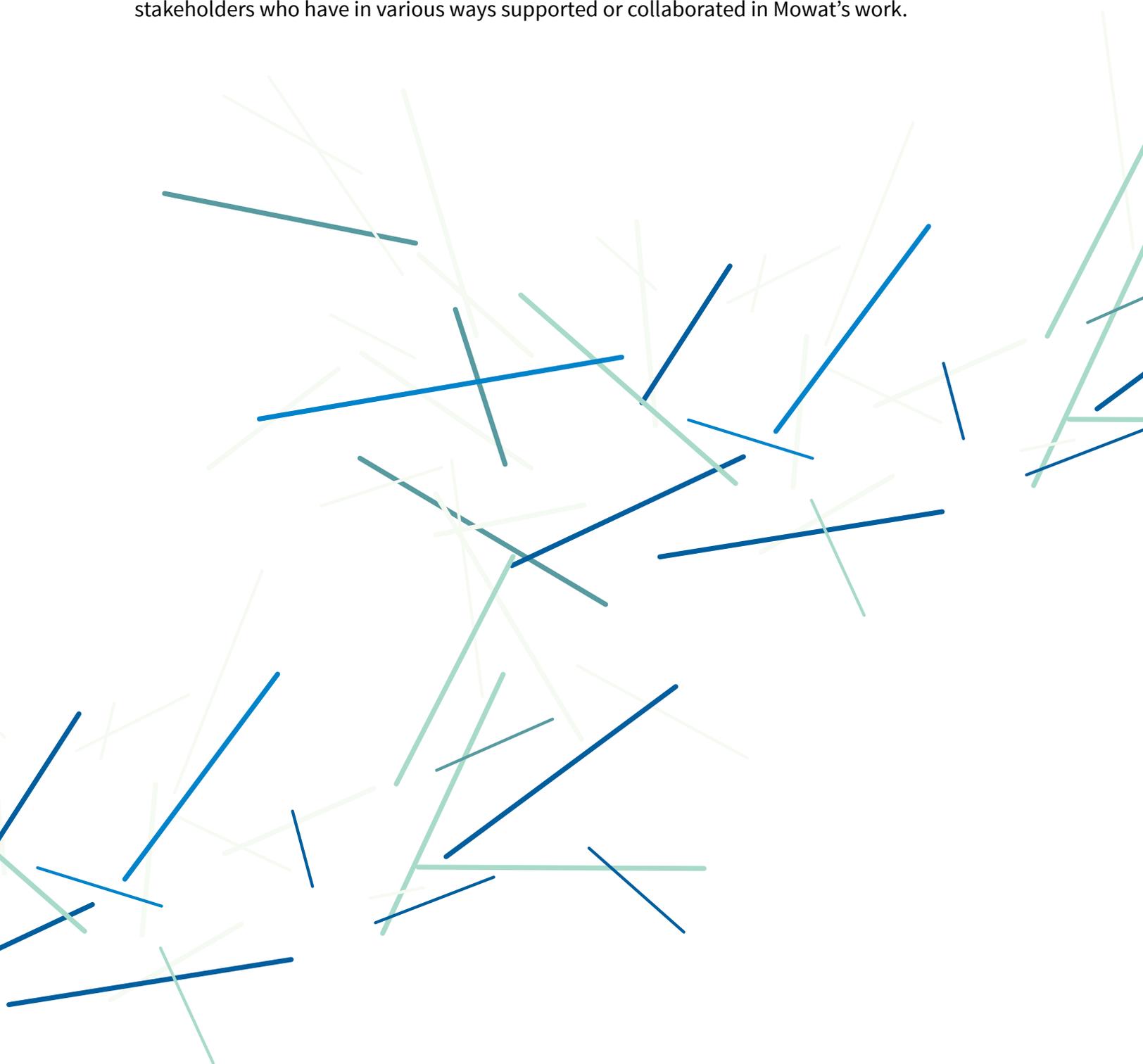
We then present our impact methodology, which operationalizes these performance measures given available data. We aggregate our results per each calendar year from 2010 to 2014, as well as for the entire period, for those performance measures. We also highlight the Mowat reports that have performed the best on each of those performance measures.

We follow our quantitative analysis with a more qualitative look at Mowat's first five years. What are our successes in achieving policy change or influencing the policy conversation? Looking separately at each of Mowat's focus areas, we provide an in-depth look at some major success stories and highlight other notable policy wins as well as instances of our work being used, cited or recommended in government and policy documents and in legislative proceedings and government consultations.

Mowat's direct policy impact successes attest to but don't fully capture our thought leadership. As a thought leader, Mowat has had a less tangible impact in other areas beyond direct policy change: providing ahead-of-the-curve ideas that are eventually embraced by

policymakers; persistently supporting positions that may not initially represent the common consensus, but become normalized over time; and in our work attaining enough staying power that policymakers, experts and the media continue turning back to it long after its release. In the final section of this report we look at Mowat's success in each of these three areas.

We end with a snapshot of the ever-growing network of experts, practitioners and stakeholders who have in various ways supported or collaborated in Mowat's work.



STRATEGIC PLAN 2014-2019

MISSION

Provide an independent, Ontario voice on public policy by conducting and communicating analytically rigorous, evidence-based public policy research that has meaningful impact, actionable recommendations and strengthens Ontario and Canada in a rapidly changing world.

RESEARCH FOCUS
Intergovernmental Economic and Social Policy

OTHER RESEARCH
Government Transformation
Not-for-profit Sector
Energy Sector

ROLES

Idea generator

- » Policy research
- » Thought leadership
- » Long-term agenda-setting
- » Timely commentaries

Convenor

- » Summits
- » Workshops
- » Informal conversations

Communicator

- » Knowledge translation and sense-making across multiple channels: traditional media, social media and public presentations
- » Developing and leveraging relationships among stakeholders, influencers, leaders and decision-makers

OUR VALUE PROPOSITION

Non-partisan, independent, balanced; high performing, client-centered, results-focused; timely, relevant, actionable, solution-driven, impactful, rigorous, credible, informed by evidence and comparative experience; trusted convenor, networked, integrative, collaborative; entrepreneurial, coherent, accessible, opportunistic, nimble.

PERFORMANCE MEASURES

Idea generator

- » Our citations in official government documents, speeches and press releases
- » The briefings and presentations we are invited to make to officials and decision-makers regarding our findings and recommendations.
- » The extent to which new policies match, reflect, or echo our recommendations, or seek to address concerns we have raised.

Convenor

- » The breadth and depth of our organizational networks.
- » Key stakeholder consultations and other stakeholder forums and events we convene.
- » The diversity of our collaborations and citations.

Communicator

- » The strength, quality and geographic spread of our media footprint.
- » Our citations from other researchers, practitioners, elected officials and other stakeholders in our areas of focus.
- » Our social media performance.
- » Our participation in public education events, forums and initiatives.

OUTCOME GOALS

- » A better fiscal deal for Ontario in the federation
- » Federal policy that better serves and reflects modern Canada
- » Enhanced policy development capacity for the Ontario government

In early 2014 Mowat instituted a more rigorous analysis of our impact on an annual basis. This shift was reflected in our 2014 and 2015 annual reports, and continues to be refined. Guided by our 2014-2019 strategic plan, we analyze our impact in three performance categories derived from our three strategic roles. For each category, we track several key performance indicators.

These performance categories and indicators are explained below. We then provide a year-by-year analysis of our impact, based on these performance indicators, for the 2010 through 2014 period, to the extent that data was available. Data prior to 2014 was not available for some performance indicators.

Impact Methodology Legend

 POLICY IMPACTS	 MEDIA MENTIONS	 STAKEHOLDER CONSULTATIONS	 NETWORK
 GOVERNMENT AND POLITICAL CITATIONS	 PUBLIC PRESENTATIONS	 KNOWLEDGE TRANSFER ACTIVITIES	 ONLINE PERFORMANCE
 OFFICIAL ACCESS	 STAKEHOLDER BRIEFINGS AND PRESENTATIONS	 RESEARCH REFERENCES	 PUBLICATIONS

IDEA GENERATOR

DEVELOPING ACTIONABLE RECOMMENDATIONS, THOUGHT LEADERSHIP, AND LONG-TERM AGENDA-SETTING

To what extent are we influencing actual policymaking in the short and long-term? We analyze:



Policy Impacts

- » Demonstrated influence on policymaking



Government and Political Citations

- » Citations in official government documents (legislation, policies and policy announcements, budget documents, official speeches, government and committee reports)
- » Citations in parliamentary proceedings (house debates and committee study)
- » Citations in political communication (communication from parties or individual politicians in press releases, op-eds and columns, blog posts etc.)



Official Access

- » Presentations and submissions to legislative committees
- » Participation in stakeholder consultations
- » Briefings and presentations to government officials

COMMUNICATOR

SPARKING AND INFLUENCING PUBLIC DISCUSSION, AND TRANSFERRING POLICY KNOWLEDGE TO THE BROADER PUBLIC

To what extent are we part of the public policy conversation in our areas of research? Are we managing to shift the terms of public discourse or help clarify public policy conversations and put them on an evidence-based footing? How deep and wide is our public footprint and reach? We analyze:



Media Mentions

- » Mentions in print, electronic, and online media. We distinguish between major and non-major media outlets, as well as trade media (media outlets targeting specialized audiences, such as specific industries, cultural groups, interests, etc.).



Research References

- » References in the research-based work of other think tanks and in policy research produced by foundations, consultancies, and advocacy organizations. We distinguish between policy reports and other work (factsheets, reviews, keynotes, etc.).
- » References in academic work. We distinguish between peer-review published work (academic manuscripts, articles in academic journals, chapters in edited volumes) and other academic work (PhD dissertations, academic conference papers, publicly available working/discussion papers; we do not count privately circulated working/discussion papers, MA theses or undergraduate work).



Online Performance

- » Website Activity (number of pageviews and users)
- » Social Networking (Twitter followers, YouTube video views, LinkedIn followers, Facebook likes)



Public Presentations

- » Invited presentations and keynotes in public conferences and professional association meetings and AGMs.



Stakeholder briefings and presentations

- » Non-public invited briefings and presentations to stakeholders other than government.

CONVENOR

BUILDING RELATIONSHIPS AND ENGAGING A BROAD ARRAY OF STAKEHOLDERS

To what extent are we able to convene, collaborate and consult with a large and diverse universe of stakeholders? We analyze:



Stakeholder Consultations

- » Mowat-organized consultations with other stakeholders.



Knowledge Transfer activities

- » Mowat-organized events to transfer cutting edge public policy research and insights, from both Mowat research and external experts, to invited stakeholders or the general public.



NETWORK

- » The breadth and spread of Mowat's network. Analysis is forthcoming in the future.



PUBLICATIONS
16



POLICY IMPACT
1



PUBLIC AND
STAKEHOLDER
ENGAGEMENT

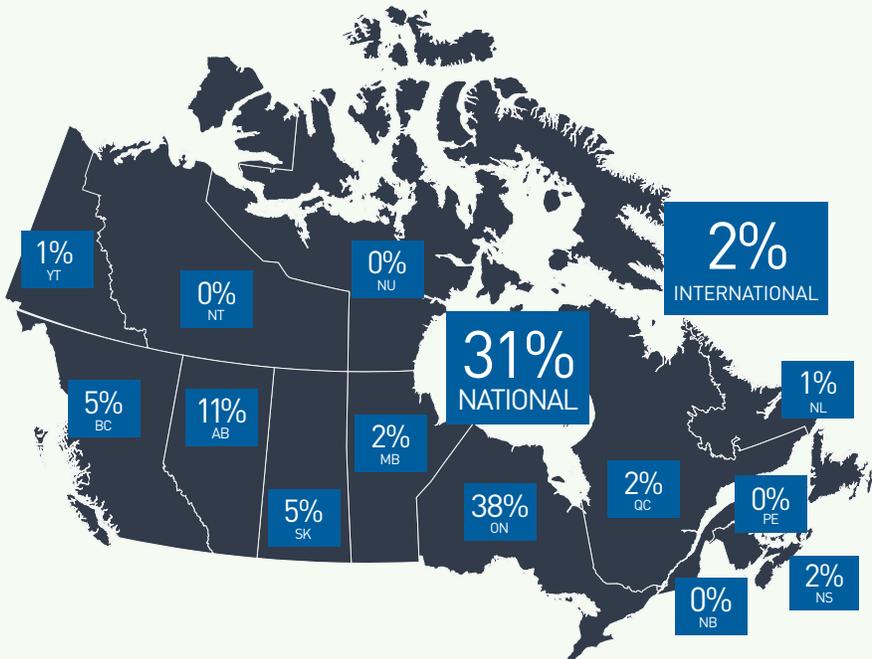
0 STAKEHOLDER CONSULTATIONS

4 KNOWLEDGE TRANSFER ACTIVITIES



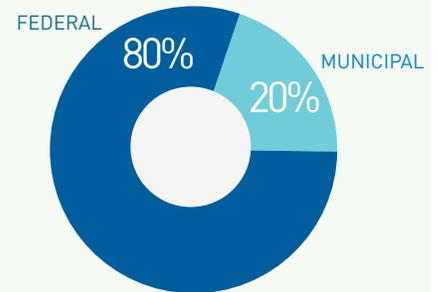
MEDIA
MENTIONS
150

70%
IN MAJOR
OUTLETS



GOVERNMENT
AND POLITICAL
CITATIONS

5



RESEARCH REFERENCES 2

1
POLICY
REPORTS

0
OTHER
POLICY

0
PUBLISHED
ACADEMIC
MANUSCRIPTS

0
ARTICLES IN
ACADEMIC
JOURNALS

0
CHAPTERS
IN EDITED
VOLUMES

0
INVITED
ACADEMIC
KEYNOTES

1
OTHER
ACADEMIC

2011



PUBLICATIONS
28



POLICY IMPACT
9



ONLINE PERFORMANCE

WEBSITE ACTIVITY



51,963
PAGEVIEWS



15,009
USERS

SOCIAL NETWORKING



103
FACEBOOK
LIKES



PUBLIC AND STAKEHOLDER ENGAGEMENT

3 STAKEHOLDER CONSULTATIONS 6 KNOWLEDGE TRANSFER ACTIVITIES

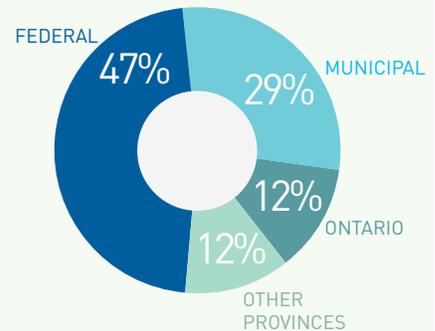
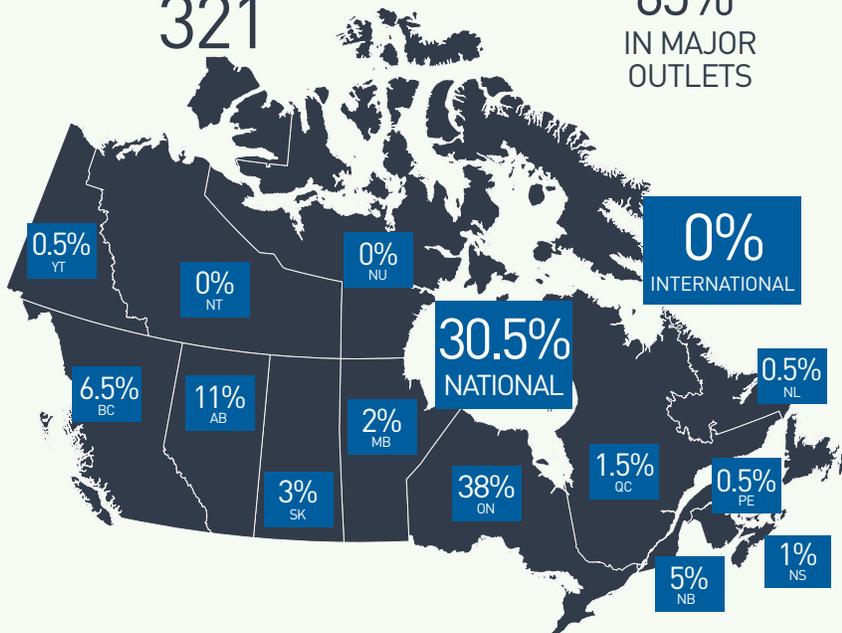
GOVERNMENT AND POLITICAL CITATIONS

17



MEDIA MENTIONS
321

65%
IN MAJOR
OUTLETS



RESEARCH REFERENCES 73

9
POLICY
REPORTS

0
OTHER
POLICY

0
PUBLISHED
ACADEMIC
MANUSCRIPTS

6
ARTICLES IN
ACADEMIC
JOURNALS

2
CHAPTERS
IN EDITED
VOLUMES

0
INVITED
ACADEMIC
KEYNOTES

0
OTHER
ACADEMIC



PUBLICATIONS

14



POLICY IMPACT

9



ONLINE PERFORMANCE

WEBSITE ACTIVITY



120,781
PAGEVIEWS



33,531
USERS

SOCIAL NETWORKING



173
FACEBOOK
LIKES



1,000
TWITTER
FOLLOWERS



PUBLIC AND STAKEHOLDER ENGAGEMENT

1 STAKEHOLDER CONSULTATIONS 4 KNOWLEDGE TRANSFER ACTIVITIES

GOVERNMENT AND POLITICAL CITATIONS

30

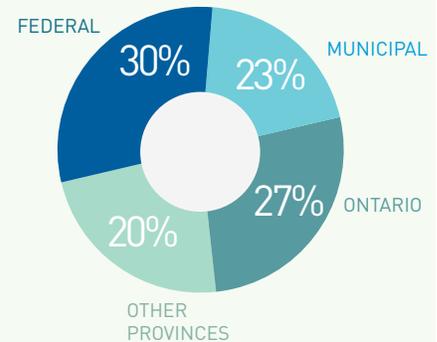
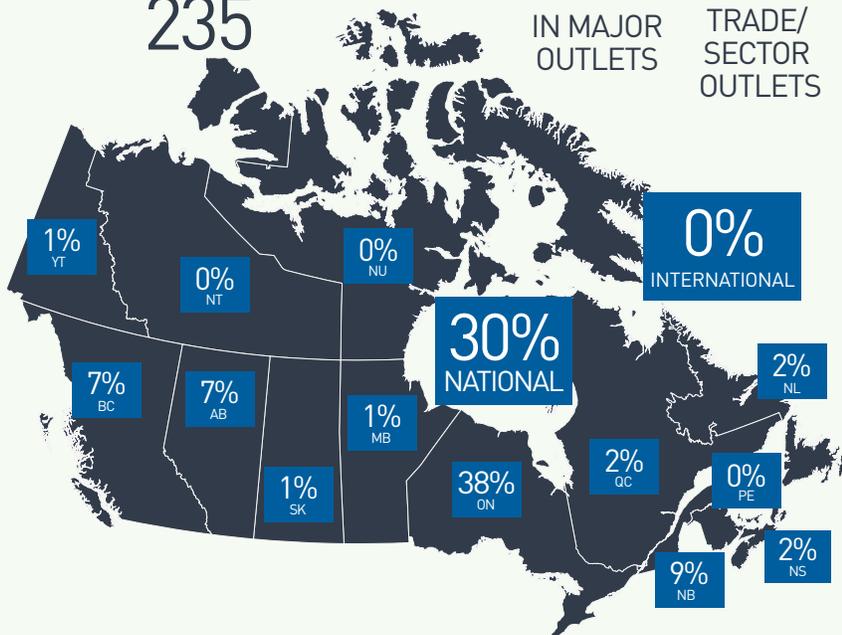


MEDIA MENTIONS

235

69%
IN MAJOR
OUTLETS

1%
TRADE/
SECTOR
OUTLETS



RESEARCH REFERENCES 36

13

POLICY
REPORTS

0

OTHER
POLICY

1

PUBLISHED
ACADEMIC
MANUSCRIPTS

12

ARTICLES IN
ACADEMIC
JOURNALS

6

CHAPTERS
IN EDITED
VOLUMES

0

INVITED
ACADEMIC
KEYNOTES

4

OTHER
ACADEMIC

2013



PUBLICATIONS
21



POLICY IMPACT
7



ONLINE PERFORMANCE

WEBSITE ACTIVITY



136,824
PAGEVIEWS



41,454
USERS

SOCIAL NETWORKING



271
FACEBOOK
LIKES



608
VIDEO
VIEWS



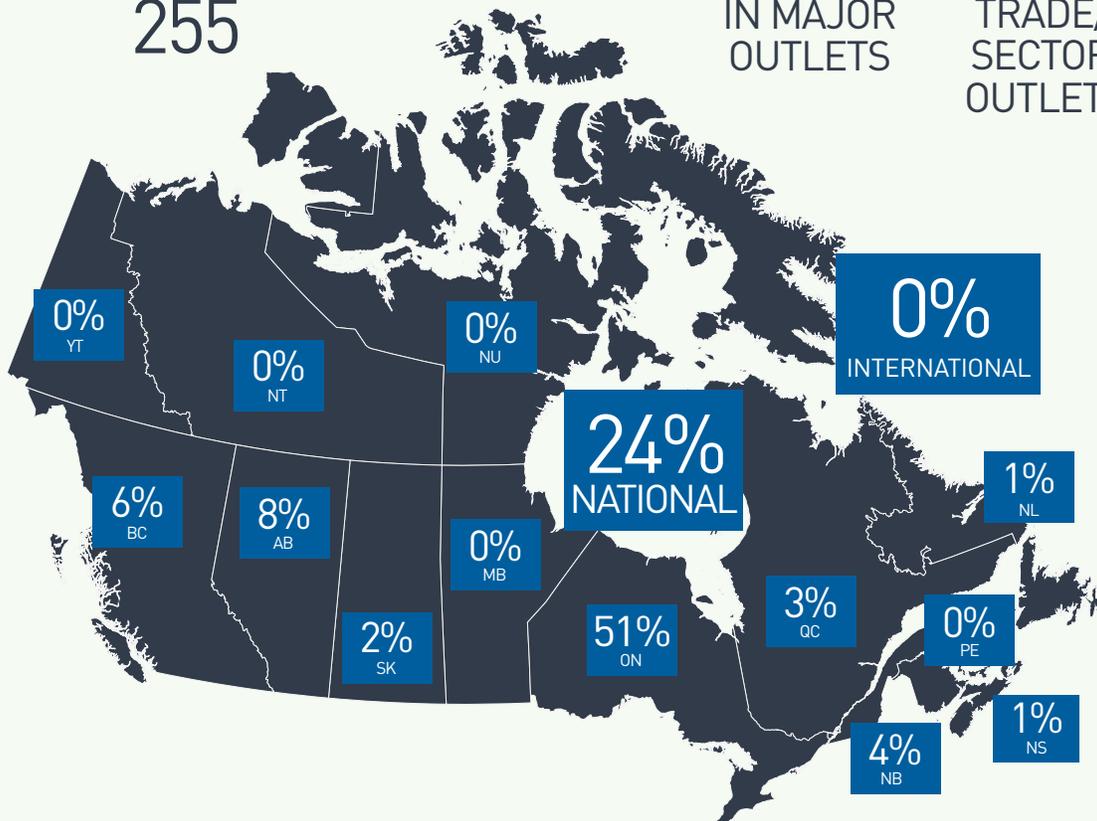
1,559
TWITTER
FOLLOWERS



MEDIA
MENTIONS
255

62%
IN MAJOR
OUTLETS

1%
TRADE/
SECTOR
OUTLETS





PUBLIC AND STAKEHOLDER ENGAGEMENT

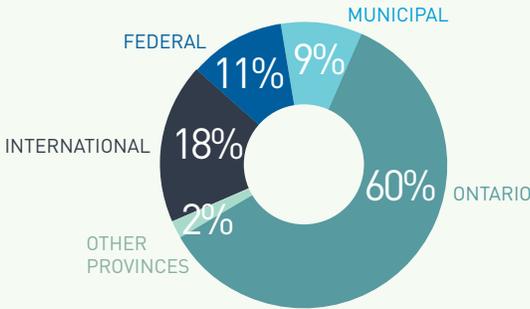
21 PUBLIC PRESENTATIONS

3 STAKEHOLDER CONSULTATIONS

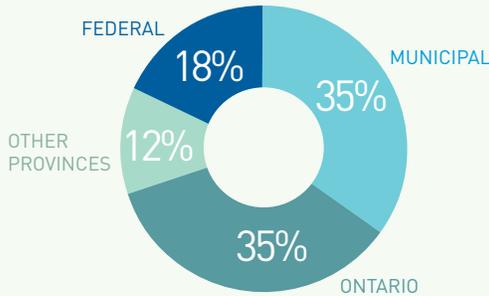
7 KNOWLEDGE TRANSFER ACTIVITIES



OFFICIAL ACCESS 45



GOVERNMENT AND POLITICAL CITATIONS 17



RESEARCH REFERENCES 32

9 POLICY REPORTS

1 OTHER POLICY

0 PUBLISHED ACADEMIC MANUSCRIPTS

13 ARTICLES IN ACADEMIC JOURNALS

5 CHAPTERS IN EDITED VOLUMES

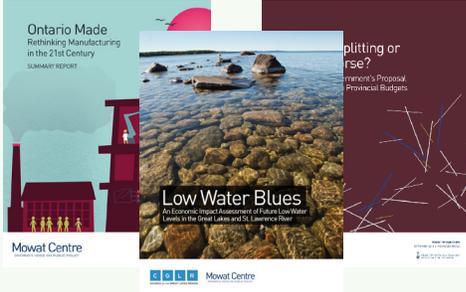
0 INVITED ACADEMIC KEYNOTES

4 OTHER ACADEMIC

2014



PUBLICATIONS
22



TLDR
16



POLICY IMPACT
14



ONLINE PERFORMANCE

WEBSITE ACTIVITY



157,047
PAGEVIEWS



47,470
USERS

SOCIAL NETWORKING



445
FACEBOOK
LIKES



1,354
VIDEO
VIEWS



1,930
TWITTER
FOLLOWERS



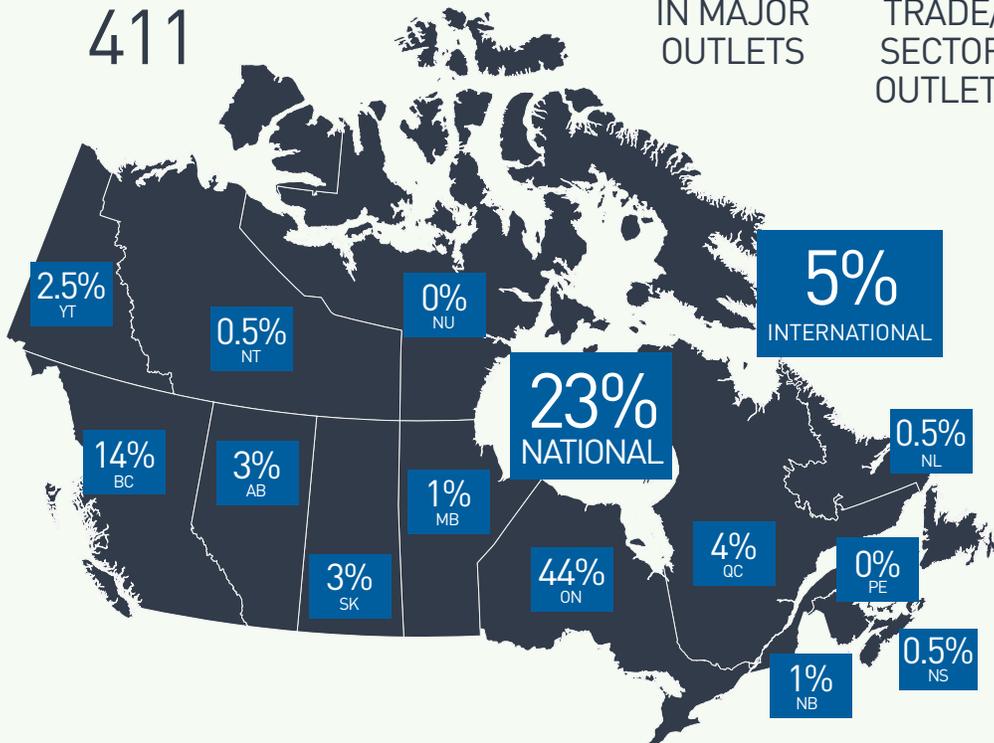
866
LINKEDIN
FOLLOWERS



MEDIA
MENTIONS
411

57%
IN MAJOR
OUTLETS

4%
TRADE/
SECTOR
OUTLETS





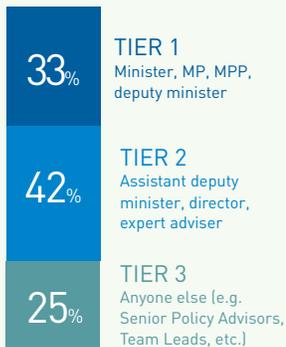
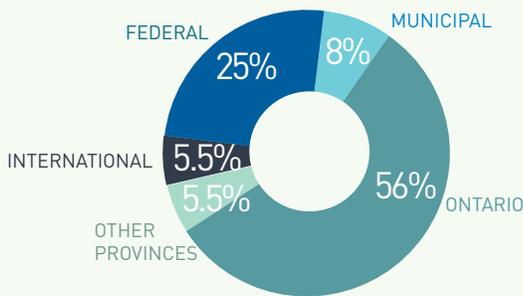
PUBLIC AND STAKEHOLDER ENGAGEMENT

26 PUBLIC PRESENTATIONS
4 KNOWLEDGE TRANSFER ACTIVITIES

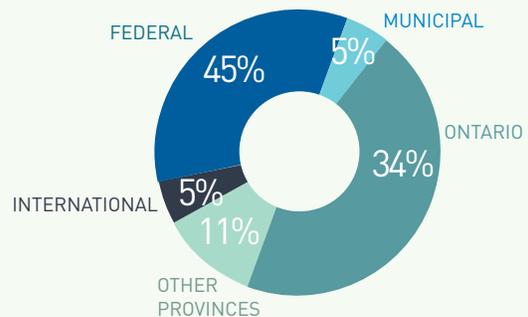
2 STAKEHOLDER CONSULTATIONS
13 STAKEHOLDER BRIEFING AND PRESENTATIONS



OFFICIAL ACCESS 36



GOVERNMENT AND POLITICAL CITATIONS 38



RESEARCH REFERENCES 59

21	5	2	12	9	1	9
POLICY REPORTS	OTHER POLICY	PUBLISHED ACADEMIC MANUSCRIPTS	ARTICLES IN ACADEMIC JOURNALS	CHAPTERS IN EDITED VOLUMES	INVITED ACADEMIC KEYNOTES	OTHER ACADEMIC

YEAR OVER YEAR COMPARISON



PUBLICATIONS

2010	2011	2012	2013	2014
16	28	14	21	22
REPORTS	REPORTS	REPORTS	REPORTS	REPORTS
				16 TLDR



MEDIA MENTIONS

TOTAL

2010	2011	2012	2013	2014
150	321	235	255	411

MAJOR

2010	2011	2012	2013	2014
105	208	162	158	232



POLICY IMPACTS

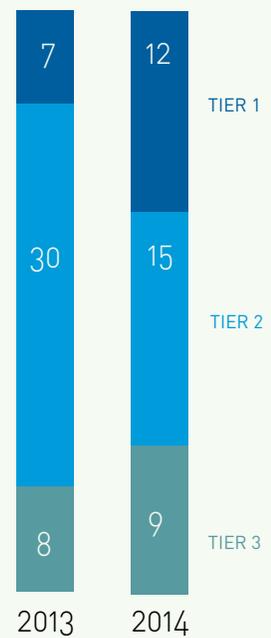
2010	2011	2012	2013	2014
1	9	9	7	14



WEBSITE ACTIVITY & SOCIAL MEDIA



OFFICIAL ACCESS





PUBLIC AND STAKEHOLDER ENGAGEMENT



STAKEHOLDER CONSULTATIONS

2010	2011	2012	2013	2014
0	3	1	3	2



PUBLIC PRESENTATIONS

2013	2014
21	26



STAKEHOLDER BRIEFINGS AND PRESENTATIONS

2014
13



KNOWLEDGE TRANSFER ACTIVITIES

2010	2011	2012	2013	2014
4	6	4	7	4



GOVERNMENT & POLITICAL CITATIONS

OFFICIAL DOCUMENTS



PARLIAMENTARY PROCEEDINGS



POLITICAL COMMUNICATIONS



OTHER



■ FEDERAL
 ■ MUNICIPAL
 ■ ONTARIO
 ■ OTHER PROVINCE
 ■ INTERNATIONAL



RESEARCH & REFERENCES

POLICY

2010	1
2011	9
2012	13
2013	10
2014	26

ACADEMIC

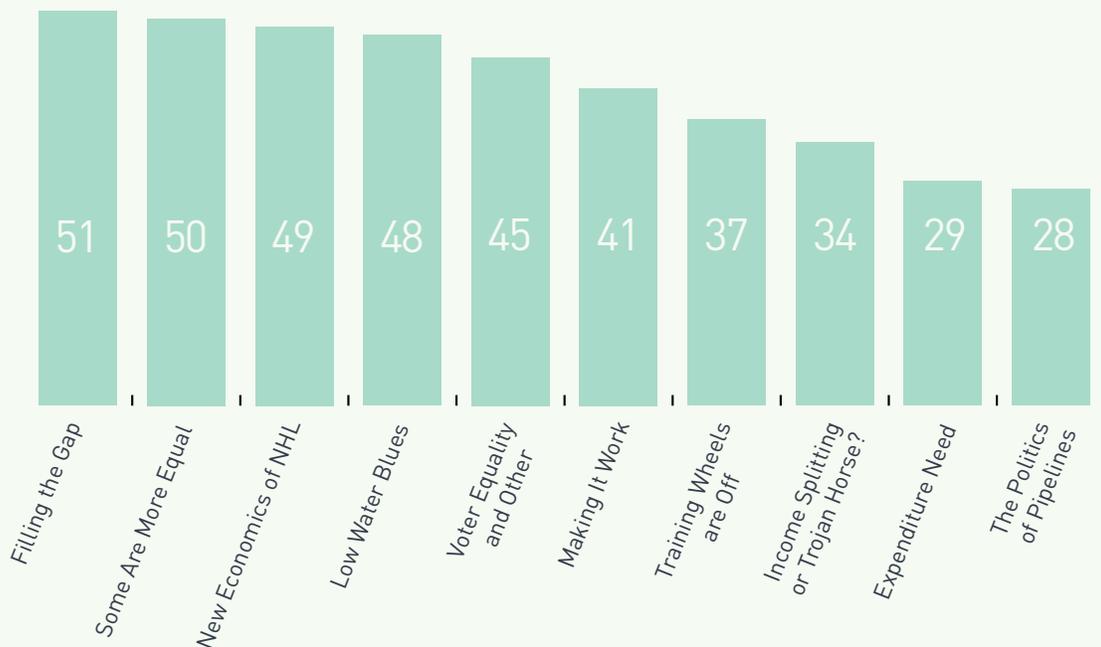
2010	1
2011	8
2012	23
2013	22
2014	33

MOWAT'S TOP PERFORMERS (2010-2014)

TOP 10 OVERALL MEDIA MENTIONS

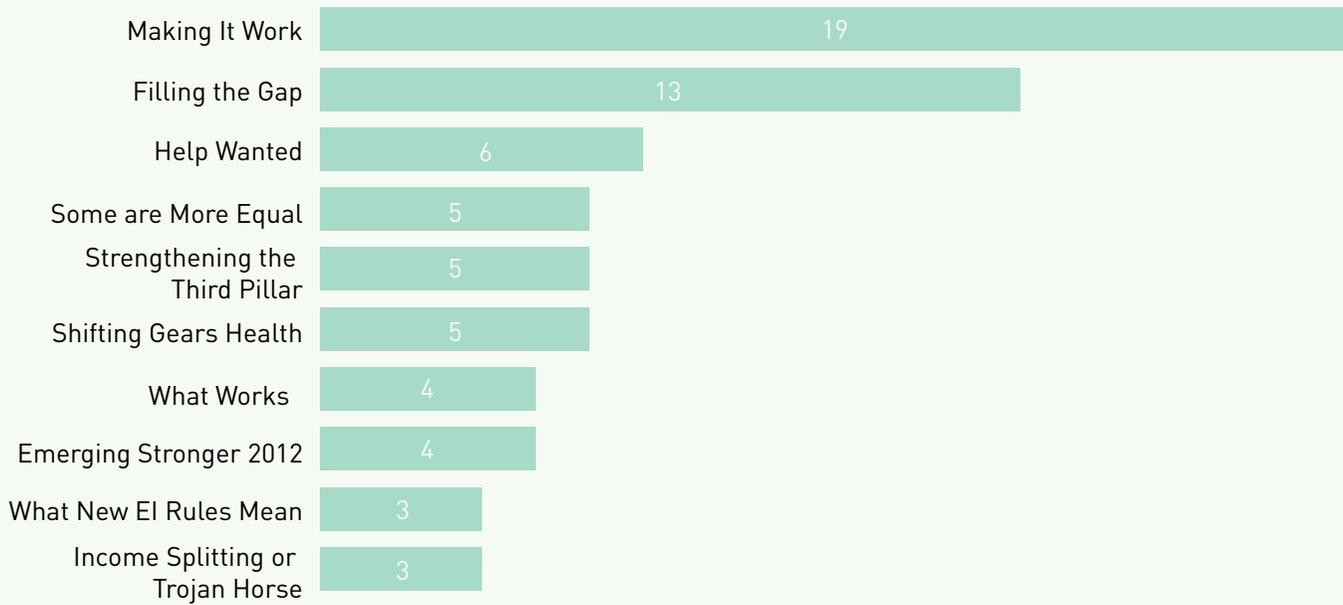


TOP 10 MAJOR MEDIA MENTIONS

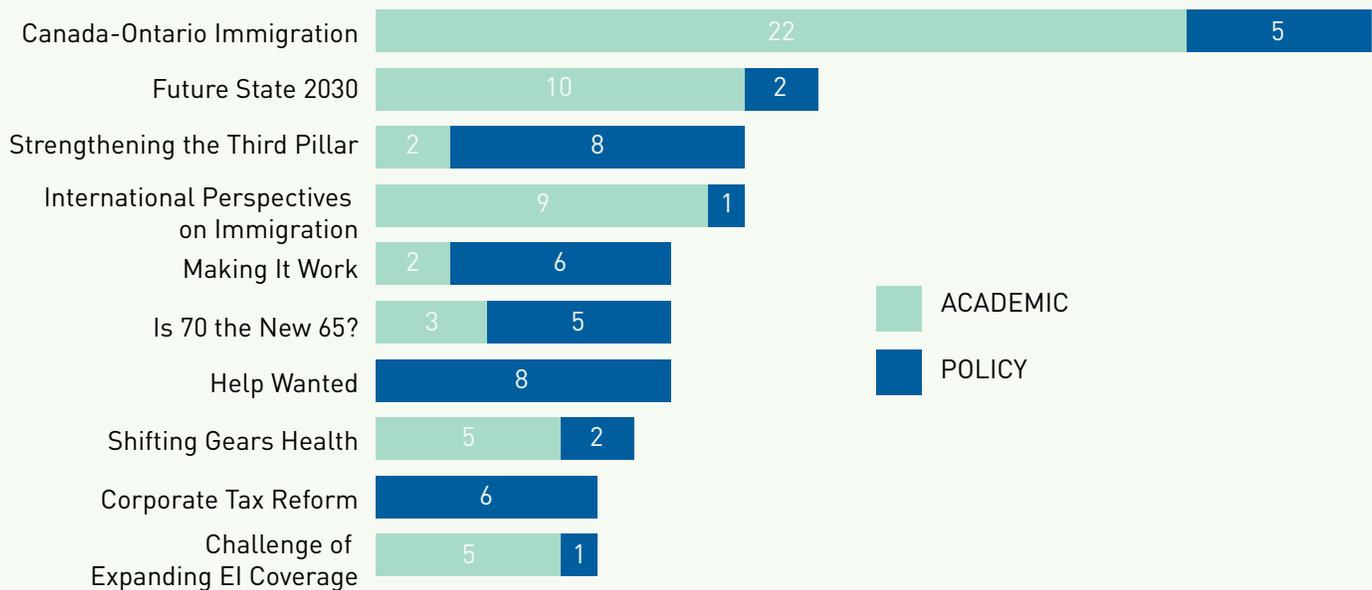




GOVERNMENT AND POLITICAL CITATIONS



RESEARCH REFERENCES



INTERGOVERNMENTAL ECONOMIC AND SOCIAL POLICY

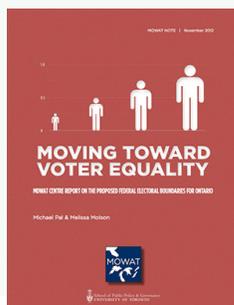
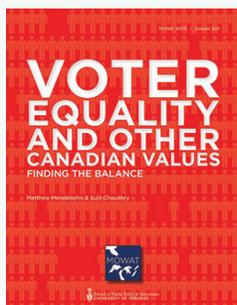
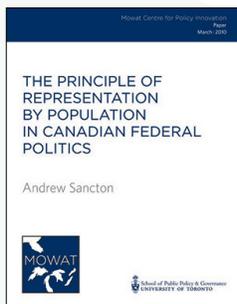
The Mowat Centre's research on intergovernmental economic and social policy looks at issues that matter to Ontarians and to Canadians through the lens of our federal system. Canada's federal character shapes the economic and social policies that are essential to Canadians' prosperity and wellbeing. Our research is focused on informing strong debates and sound decision-making on public policy for our federation. This includes a strong emphasis on Ontario's place in the federation.

This section reviews the success of our intergovernmental economic and social policy work in spurring policy change and influencing policy conversations at both the federal and provincial levels.

POLICY WINS

VOTER EQUALITY IN CANADA'S FEDERAL ELECTIONS

REPORTS:



By 2010, significant disparities had arisen in the number of eligible voters per riding in Canada, across provinces as well as across ridings within provinces. The disparity severely underweighted provinces and ridings with rapid population growth.

In March 2010, two Mowat reports provided the evidence to establish the degree and scope of the problem, and offered a solution — allocating more seats to provinces and regions with more rapid population growth. As the federal government tabled legislation to reform Canada's electoral boundaries, Mowat's work

was used by both supporters and critics of the government's proposal.

In October 2011, a third Mowat report provided a compromise solution that, once adopted by the government, broke an impasse in Parliament and enabled the stalled electoral boundaries reform to pass. The impasse was over concern that adding ridings to the rapidly growing provinces of BC, Alberta and Ontario would diminish Quebec's share of seats in the House of Commons.

Mowat proposed a principle whereby the number of Quebec ridings represented in Parliament would reflect the proportion of its population within Canada. Mowat shared the proposal with the federal Minister for Democratic Reform at a consultation meeting, and it was incorporated into the federal government's proposal shortly after.

In the ensuing months, Mowat's findings and expertise were valuable for decision-makers and the public as reform proposals became reality. Committees studying the bill in both the House and the Senate invited Mowat to provide expert testimonies. Supporters of the bill drew on Mowat's work in parliament, and media used our work in reporting on the issue.

After seat allocations per province were set by the federal government, provincial

electoral boundaries commissions put forward new electoral maps for public discussion. Mowat, partnering with Public Interest, created a comprehensive online campaign to inform this process.

Mowat provided riding-level data comparing proposed riding allocations in each province against the existing allocations and proposed electoral maps in other provinces. Using Mowat's data as well as discussion materials Mowat provided on the principle of voter equality, Canadians participating in electoral boundaries public hearings were able to assess deviations from voter equality in their province's proposed provincial map and to convey concerns about these deviations to the electoral boundaries commissions.

Once the proposed electoral boundaries maps were released, Ontario's map deviated from voter equality to a greater extent than those of other provinces. Mowat was at the forefront of assessing the Ontario proposal, with two op-eds and a more comprehensive November 2012 report highlighting unnecessary deviations from voter equality and recommending principles for correcting these deviations. Following extensive public pressure, Ontario's electoral boundaries commission significantly revised its proposed map, addressing some of Mowat's concerns.

OUTCOMES

The gap in voter parity per riding and per province in the 2015 federal election was lower than it was in 2011. Mowat's principles, as well as specific suggestions, were enacted by government, with supporters drawing on Mowat findings during the legislative process. Mowat's work heavily influenced the federal legislation and media cited our research extensively in reporting on the process and in assessing the merits of various reform proposals.



MEDIA MENTIONS (2010-2013)



in national media

177

media mentions

57%

in major outlets



in Ontario media



in Alberta media

18%

in media from other provinces



POLICY IMPACTS

FEDERAL

Added electoral ridings to faster growing provinces to reduce voter equality gaps across provinces, as recommended by Mowat.

FEDERAL

Adopted a Mowat compromise proposal to adjust the number of Quebec ridings such that its number of House of Commons seats reflects Quebec's portion of Canada's population.

ONTARIO

The Federal Electoral Boundaries Commission revised its initial electoral ridings map to better reflect voter equality across ridings, addressing concerns raised by Mowat.



GOVERNMENT AND POLITICAL CITATIONS

5

references in legislative debate at the House of Commons

1

reference in committee study at the House of Commons



MOWAT OFFICIAL ACCESS

1

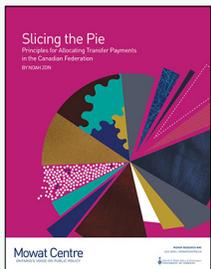
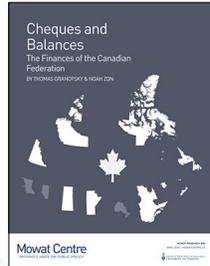
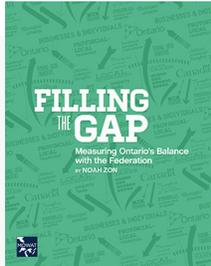
testimony before House of Commons committee

2

testimonies before Senate committee

ONTARIO'S FISCAL GAP IN THE FEDERATION

REPORTS:



Five ways that federal decisions make it harder for Ontario to balance its books

Federal transfer payments — what you need to know

Transfer Payments: Answers to the questions you were too embarrassed to ask

Canada's current intergovernmental fiscal arrangements and federal practices result in a significant imbalance between the federal taxes Ontarians provide and the federal transfers and services they receive.

Mowat has played a pivotal role in providing a strong evidence base to support calls to address this imbalance. Mowat had been analyzing imbalances in Canada's fiscal arrangements in a series of reports and op-eds since 2010, with its work picked up by the 2012 Final report of the Commission on the Reform of Ontario's Public Services (known as the Drummond Commission). Ontario's 2012 budget drew upon Mowat's work to call on the federal government to "work with the provinces and territories to improve and modernize federal-provincial fiscal arrangements to support the sustainable delivery of public services."

With initial calls for federal action going unheeded, Mowat undertook to provide a thorough analysis grounding Ontario's fiscal imbalance in a strong evidence base. Based on the latest available figures, April 2013's *Filling the Gap* showed that Ontarians transfer

approximately \$11B per year on a net basis to the rest of Canada.

The report garnered immediate public attention, with 68 news items and opinion pieces in 49 media outlets covering the report in the first two weeks after its release. The issue has remained in the public spotlight ever since, and Mowat continues to be cited in media reports covering it. Mowat has continued to work on this issue, updating its findings and analysis in subsequent work while actively helping keep it on the policy agenda through op-eds and its TLDR blog posts.

The Ontario government quickly seized on Mowat's research, highlighting it in its May 2013 budget in support of its call on the federal government to address Ontario's fiscal gap in the federation. The Ontario government has continued to use

Mowat's data for this purpose in its major economic documents, most recently in the 2015 Ontario budget.

To date, the federal government has denied there is a problem, and continues to take actions that exacerbate it. However, the government has been forced to publicly respond to the calls to address the imbalance made by Mowat and the province of Ontario. In July 2014 Canada's Finance Minister took the extraordinary step of publishing an op-ed in *The Financial Post* responding to one of Mowat's op-eds. In the 2015 federal budget, the federal government devoted an Annex to "fiscal balance in the federation" which states, among other claims, that "there is no fiscal imbalance in Canada." Neither the 2014 op-ed nor the budget Annex provided evidence to rebut Mowat's research.

OUTCOMES

Mowat's work has helped drive the issue of Ontario's fiscal imbalance in the federation onto provincial and federal agendas. It has supported Ontario government actions, and continues to be relied on by the province. And it has elicited both direct and indirect responses from the federal government. Although the research has had an influence on public understanding and helped frame a conversation on the structural inequities within the federal system of fiscal transfers, it has not yet significantly altered Ontario's federal fiscal reality.



MEDIA MENTIONS (4/2013-4/2015)



in national media

123
media mentions

46%
in major outlets



in Ontario media

9%
in media from
other provinces



POLICY IMPACTS

ONTARIO

Adopted the concerns raised by Mowat, and has repeatedly used Mowat's findings in its calls for federal action over a succession of budgets and major economic documents.

FEDERAL

Responded to Mowat's data and concerns directly in an op-ed by Canada's Finance Minister, and indirectly in an Annex to the 2015 federal budget.



GOVERNMENT AND POLITICAL CITATIONS

10 references in government of Ontario official documents

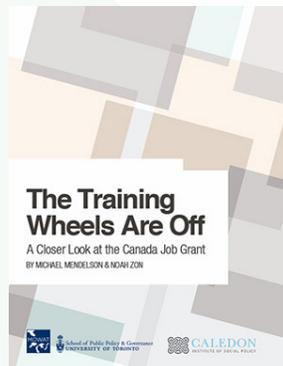
2 references in legislative debates at the Ontario Legislative Assembly

1 reference in committee study at the Ontario Legislative Assembly

1 public responses in an op-ed by the Minister of Finance of Canada

THE CANADA JOB GRANT

REPORTS:



The 2013 Budget announced the creation of a new program called the Canada Job Grant, meant to address a ‘skills mismatch’ in Canada where some workers go without jobs and some jobs go without workers because the available workers do not have the necessary skills to fill the available jobs.

In June 2013 Mowat partnered with the Caledon Institute to release *The Training Wheels are Off*, a critical analysis of the impact that this proposed program would have on Canadians in need of skills training and on provincial budgets. In the nine days following its release, *The Training Wheels are Off* was covered in 28 media reports and opinion pieces from 17 news outlets, nationally and in five provinces.

In the ensuing months, the federal government faced concerted provincial and public pressure to remove elements harmful to provincial budgets from the program’s design. Mowat was an active participant, with Mowat op-eds responding to developments in the federal-provincial negotiations appearing in *The Calgary Herald*, *Ottawa Citizen*, and *Toronto Star*, and our work cited in a *Globe and Mail* editorial on the issue. Eventually, the federal government compromised with the provinces, with the redesigned program addressing some concerns raised by Mowat and Caledon.

OUTCOMES

Mowat’s research helped support pressure for change. When the federal government revised its program, some concerns raised by Mowat and Caledon were addressed, although the eventual program design is not in line with recommendations from Mowat and Caledon. However, provinces were given more flexibility in where their funds can come from, no longer requiring the cannibalization of basic skills programs.



MEDIA MENTIONS (2010 - 2013)



in national media

54
media mentions

72%
in major outlets



in Ontario
media



in British
Colombia
media



in New
Brunswick
media

21%

in media from
other provinces



POLICY IMPACTS

FEDERAL

The revised Canada Job Grant program addressed some key concerns first raised by Mowat.



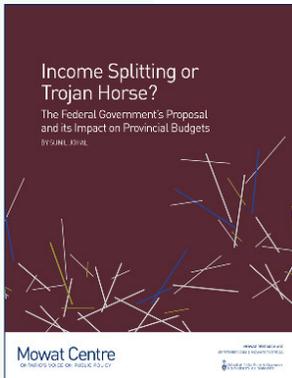
RESEARCH REFERENCES

1 policy references

1 academic references

INCOME SPLITTING FOR COUPLES WITH DEPENDENT CHILDREN

REPORTS:



In summer 2014, the federal government announced plans to introduce income splitting for couples with dependent children into the tax system. This move would have cost provinces (other than Quebec) roughly \$1.7B/year (\$1B/year in Ontario alone). Under federal-provincial tax collection agreements, provinces must mirror the federal definition of taxable income which the proposed reform would have changed.

In September 2014 Mowat released *Income Splitting or Trojan Horse*, analyzing the impact of the proposed federal reform on provincial budgets. The report was the first to calculate the expected loss in provincial tax revenues due to the forced mirroring of the scheme in the provincial portion of the income tax.

The report was immediately picked up by federal and provincial politicians. On the day the report was released, both the Official Opposition Deputy Critic for Finance and the Deputy House Leader for the Liberal Party raised the report's findings in question period.

In October 2014, Ontario's Finance Minister raised the concerns flagged by the report in a letter to the federal government. Other provinces also pressured the federal government to change its proposal.

Media across the country was also quick to pick up the report. 48 media outlets covered the report within the first week of its release, with coverage in national

media as well as nine provinces indicating the wide interest in Mowat's findings. Mowat researchers were also interviewed about the report on radio and TV. When the government's revised proposal was finally revealed, Mowat researchers commented on the new proposal on CBC radio stations in six provinces.

OUTCOMES

Six weeks after the release of *Income Splitting or Trojan Horse*, and following widespread criticism from provinces, federal opposition parties, the policy community and the public, influenced by our findings, the federal government unveiled its final income splitting proposal. The new program design avoided the impact on provincial revenues flagged by Mowat. When the policy change was announced, the federal Minister of Finance specifically stated that the manner in which they undertook the change was designed to avoid this impact on the provinces.



MEDIA MENTIONS



in national media

65
media mentions



in Ontario media



in BC media

53%
in major outlets

31%
in media from
other provinces



POLICY IMPACTS

FEDERAL

The federal government revised its proposed income splitting scheme to eliminate features that the Mowat Centre highlighted would harm provincial budgets.



GOVERNMENT AND POLITICAL CITATIONS

2 references in legislative
debate at the House
of Commons

1 reference in Ontario Minister
of Finance interview

OTHER POLICY WINS



Saving Dollars and Making Sense:

An Agenda for a More Efficient, Effective and Accountable Federation

Josh Hjartarson, Matthew Mendelsohn and James Pearce

October 15, 2010

- » Mowat recommendation that responsibility for corrections services be clearly assigned to one level of government based on a principled distinction was accepted and quoted in the 2011 Ontario Budget, which calls on the federal government to assume responsibility for correctional services for inmates serving sentences of over six months.



Making It Work:

The Final Recommendations of the Mowat Centre EI Task Force

Mary Davis, Josh Hjartarson and Jon Medow

November 16, 2011

- » The federal government established a formula for calculating annual EI premium rates that tied rates to a 7-year economic cycle, reflecting a Mowat recommendation.
- » The federal government ended the 14-week pilot project, criticized by Mowat.



Expanding Our Routes to Success

The Final Report by Ontario's Expert Roundtable on Immigration

October 15, 2012

- » Ontario's Immigration Strategy built on the 32 recommendations of the Expert Roundtable on Immigration. The Mowat Centre provided support to the Roundtable by consolidating their views and preparing its final report at the direction of the Roundtable's Chair.



The Politics of Pipelines

Ontario's Stake in Canada's Pipeline Debate

Matthew Mendelsohn and Richard Carlson

November 10, 2013

- » The Ontario government echoed the report's analysis and conclusions in its pipelines policy, announced shortly after the report's release.



What Works?

Proven Approaches to Alleviating Poverty

Anne White, Nevena Dragicevic and

Thomas Granofsky

August 28, 2014

- » Ontario's official *2014-19 Poverty Reduction Strategy* included recommendations from Mowat regarding service integration, learning from local innovation and tapping into community knowledge, assessing clients' unique barriers to employment and other recommendations.
- » Several requirements and evaluation criteria in the Government of Ontario's Local Poverty Reduction Fund 2015 call for proposals reflected three recommendations from the report. The call for proposals also refers applicants to *What Works* for "a summary of proven approaches to alleviating poverty in a variety of jurisdictions."

NO SPECIFIC REPORT

- » The 2015 Federal budget committed to undertake a public consultation on removing rule that restricts Canadian pension funds' involvement in infrastructure funding. The House of Commons Standing Committee on Finance report on its pre-budget consultations cited Mowat testimony encouraging the government to involve pension funds in infrastructure funding.

INFLUENCING THE POLICY CONVERSATION

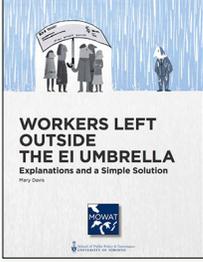
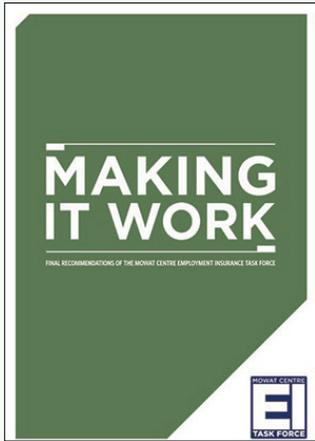
While achieving policy change is the gold standard for any think tank, an important goal of Mowat’s intergovernmental economic and social policy work is to influence the policy conversation on policy issues of vital importance to Ontarians and Canadians. Sometimes, we have added a strong evidence-based and non-partisan voice to a chorus of voices calling for policy change. At other times we have initiated and/or led the calls for policy change.

The importance of our contribution in these cases is demonstrated when: our work is recommended or singled out for mention by policymakers, the media, and other participants in the policy debates; when such stakeholders explicitly draw upon our research and data; and when such stakeholders invite us to present our expertise in legislative, professional, or public forums.

In this section we analyze one case study in which our work has made a substantial contribution to policy conversations on key intergovernmental economic and social policy issues. We then note other instances in which our intergovernmental economic and social policy work was used, cited or recommended in government and policy documents and in legislative proceedings and government consultations.

CANADA’S EMPLOYMENT INSURANCE SYSTEM

REPORTS:



Designed at a time when stable employment, a nine-to-five workday, and careers spent with few employers were the norm, Canada's Employment Insurance (EI) system has grown out of step with the changing reality in Canada's job market. At the same time, program design that favours politicized over principled decision-making has resulted in large disparities in eligibility and coverage among Canadian provinces. And because many of the skills training supports in Canada are tied to EI eligibility, not all unemployed can access them. Unemployed in major urban areas in particular are finding it more difficult to qualify for EI under the current structure of the program.

As one of our first projects, Mowat undertook to address EI reform. In November 2010, we convened a task force of noted Canadian experts and leading academics to analyze various aspects of the EI program and assess whether they are still working under current conditions. Throughout 2011, Mowat released 17 papers from task force members and Mowat researchers, most of which were later collected, edited and published as an academic volume. Many of these papers have been cited in academic and policy research since 2011.

Drawing on the research of the task force, in 2011 Mowat released *Making It Work*, a comprehensive report of the task force's findings that proposed 18 recommendations for creating a modernized national support system for Canada's unemployed. The report was covered extensively by media across the country following its release. In the House of Commons less than a week after the report's release, the Official Opposition Critic for Human Resources and Skills Development raised several of the report's recommendations and quoted extensively from the report during legislative debate on a private member's bill to reform EI.

Amid growing calls for reform, the federal government introduced several changes to the

EI system throughout 2012 and 2013, with Mowat invited to present before the Senate Standing Committee on National Finance during its study of some of these changes. Two specific changes addressed concerns raised by Mowat, but overall the changes failed to address the main issues Mowat's expert task force found to be plaguing the system—as we demonstrated in two subsequent 2012 Mowat reports.

Our work on EI reform has had particular resonance in Atlantic Canada. Within two weeks of *Making It Work's* release, the Council of Atlantic Premiers issued a press release rejecting aspects of the report, and there is evidence that stakeholders from the region raised concerns about the report with the federal government. Other stakeholders, such as the Newfoundland & Labrador Employers' Council, have endorsed our EI work.

The need to reform Canada's EI system, and other programs interlinked to it such as Canada's skills training system and the Labour Market Development Agreements (LMDAs), has stayed on the public policy agenda, and Mowat have remained go-to experts on the subject. Our work has been cited or used in official documents at all three levels of government in Canada. Our work is also regularly cited in media reports on the issue, and our expertise is commonly sought by reporters for on the record comments and background interviews.

In 2014, when the federal government undertook to examine the renewal of Canada's LMDAs, Mowat was invited to participate in stakeholder consultations conducted by Employment and Social Development Canada, and to provide expert testimony to the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities. The committee's final report cites multiple Mowat positions and recommends reviewing eligibility criteria for employment benefits under the LMDAs, citing concerns raised by Mowat.



MEDIA MENTIONS



in national media

177
media mentions

71%
in major outlets



in Ontario media



in New
Brunswick media

23%

in media from
other provinces



POLICY IMPACTS

FEDERAL

The federal government established a formula for calculating annual EI premium rates that tied rates to a 7-year economic cycle, reflecting a Mowat recommendation.

FEDERAL

The federal government ended the 14-week pilot project, criticized by Mowat.

FEDERAL

A House of Commons Committee studying the renewal of Canada's Labour Market Development Agreements cited concerns raised by Mowat in support of a recommendation to review eligibility criteria for employment skills training.

ONTARIO

Mentions in the 2012 and 2013 Ontario budgets.



RESEARCH REFERENCES

20
policy references

12
academic references



GOVERNMENT AND POLITICAL CITATIONS

3
references in legislative debate
at the House of Commons

4
references in committee study
at the House of Commons

8
references in submissions to
government consultations and
commissions

22
references in official government
documents at the federal, provincial
and municipal levels



MOWAT OFFICIAL ACCESS

1
testimonies before House of Commons
committee

1
testimonies before Senate committee

OUTCOMES

In the words of *The New Brunswick Journal Telegraph*, “the University of Toronto’s Mowat Centre ignited a national debate with a report documenting how Employment Insurance has failed Canadians.” Our expertise was sought by the federal government, and was sought and cited by the House of Commons. And Mowat’s work remained a go-to part of the public debate as it widened, highlighting the weaknesses and challenges of the current EI system and indicating a comprehensive path forward in the face of government inaction.



INFLUENCING THE CONVERSATION — OTHER INTERGOVERNMENTAL ECONOMIC AND SOCIAL POLICY SUCCESSES

Additional instances of our intergovernmental economic and social policy work being used, cited or recommended in government and policy documents and in legislative proceedings and government consultations are listed below. Mowat’s intergovernmental economic and social policy data and research has also been cited or used on more than 140 occasions (by the end of July 2015) by academics, policy researchers and other think tanks, to inform their own contributions to policy conversations.



The Canada-Ontario Immigration Agreement

Assessment and Options for Renewal
F. Leslie Seidle
May 27, 2010

- » Recommended in the City of Toronto Social Policy Analysis & Research’s *SPARmonitor* (regular bulletin recommending “the most current external and internal research relevant to social policy”)
- » Cited in research synthesis on settlement and integration prepared by outside consultants for Citizenship and Immigration Canada



International Perspectives on Immigrant Service Provision

Myer Siemiatycki and Phil Triadafilopoulos
May 28, 2010

- » Cited in research synthesis on settlement and integration prepared by outside consultants for Citizenship and Immigration Canada



Saving Dollars and Making Sense:

An Agenda for a More Efficient, Effective and Accountable Federation
Josh Hjartarson, Matthew Mendelsohn and James Pearce
October 15, 2010

- » Quoted in the Drummond Commission’s final report in general support of its chapter on Intergovernmental Relations. Several Mowat positions were echoed in this chapter.



A Report Card on Canada's Fiscal Arrangements

Josh Hjartarson, Matthew Mendelsohn and James Pearce
November 10, 2010

- » Quoted in *Manitoba Budget 2011, Budget Paper D: An Update on Fiscal Transfers Agreements*



Is 70 the New 65?

Raising the Eligibility Age in the Canada Pension Plan
Martin Hering and Thomas R. Klassan
November 15, 2010

- » Data used in final report of Quebec's Commission on the labour market participation of experienced workers aged 55 and over
- » Cited during Senate debate on Old Age Security reform by former Toronto mayor Sen. Art Eggleton



Strengthening the Third Pillar of the Canadian Union

An Intergovernmental Agenda for Canada's Charities and Non-Profits
Matthew Mendelsohn, Elizabeth Mutholland and Negin Sham Shiri
March 10, 2011

- » Cited in City of Calgary's Community & Neighborhood Services *Calgary & Region Social Outlook 2011-2016*
- » Cited in Social Innovation Generation submissions to House of Commons Standing Committee on Finance pre-budget consultations ahead of the 2011 federal budget and (with MaRS) study of charitable giving in Canada
- » Cited in consultant report on social innovation and resiliency in the NFP sector commissioned by the Government of Newfoundland and Labrador's Voluntary and Non-Profit Secretariat
- » Cited in a consultant's background report prepared for the City of Guelph's Community Investment Strategy



Postal Code Lottery

Canada's EI System Compared
Vuk Radmilovic
April 14, 2011

- » Recommended in City of Toronto Social Policy Analysis & Research's *SPARmonitor*



Canada's Innovation Underperformance

Whose Policy Problem Is It?

Tijs Creutzberg

October 14, 2011

- » Mowat position in favour of targeted grants over tax break as effective supports for innovation reiterated by senior NDP MP during House of Commons debate
- » Quoted and cited in consultant's evaluation of the Government of Canada's Networks of Centres of Excellence — Centres of Excellence for Commercialization and Research Program, commissioned by the Natural Sciences and Engineering Research Council
- » Cited in Association pour le développement de la recherche et de l'innovation du Québec's submission to the Quebec Government's Commission d'examen sur la fiscalité québécoise (widely known as the Godbout commission)



The Vital Commons

An Agenda for the Great Lakes-St. Lawrence Region

Josh Hjartarson, Matthew Mendelsohn,

Neville McGuire and Reuven Shlozberg

October 21, 2011

- » Quoted in Governor General of Canada Keynote Address at the Great Lakes Economic Forum



Putting Canada on Track

A Blueprint for a National Transit Framework

Kelly Hinton, Michael Szala and Josh Hjartarson

October 24, 2011

- » Cited in House of Commons Standing Committee on Transport, Infrastructure and Communities Study on Transit in Canada



Trading Places

Single Adults Replace Lone Parents as the New Face of Social Assistance in Canada

Vass Bednar and John Stapleton

November 11, 2011

- » Recommended in City of Toronto Social Policy Analysis & Research's *SPARmonitor*
- » Included in City of Toronto Poverty Reduction Strategy list of recommended resources for research on poverty



Emerging Stronger

A Transformative Agenda for Ontario

January 25, 2012

- » Cited in National Round Table on the Environment and the Economy report
- » Recommended in City of Toronto Social Policy Analysis & Research's *SPARmonitor*
- » Cited in Peel Poverty Action Group / Building Up Our Neighborhoods submissions to Ontario Legislative Assembly's Standing Committee on Finance and Economic Affairs pre-budget consultations ahead of the 2015 Ontario budget and to the Toronto School boards task force



Expenditure Need

Equalization's Other Half

Peter Grusen

February 5, 2012

- » According to *the Globe and Mail*, Finance Canada officials considered proposals from this report.
- » Recommended in City of Toronto Social Policy Analysis & Research's *SPARmonitor*



Alberta and Equalization

Separating Fact From Fiction

Melville L. McMillan

March 28, 2012

- » Cited by the Official Opposition Deputy Critic for Intergovernmental Affairs during legislative debate on the *Economic Action Plan Act of 2013 Part 1*.



Back to Basics

The Future of the Fiscal Arrangements

Matthew Mendelsohn

December 20, 2012

- » Cited by Ontario's Finance Minister in a *Globe and Mail* interview



Emerging Stronger 2013

The Ontario Chamber of Commerce
January 29, 2013

- » Recommended in City of Toronto Social Policy Analysis & Research's *SPARmonitor*
- » Quoted and cited at the Ontario Legislative Assembly during legislative debate on the Better Business Climate Act 2014 by the Official Opposition critic for Children and Youth Services and Government Services



Diaspora Nation

An Inquiry into the Economic Importance of
Diaspora Networks in Canada
Mauric Bitran and Serene Tan
September 25, 2013

- » Recommended in City of Toronto Social Policy Analysis & Research's *SPARmonitor*



Let's Talk

Coordinating Economic Development
Spending in Canada
Sunil Johal, Matthew Mendelsohn and Noah Zon
November 13, 2013

- » Cited in Peel Poverty Action Group / Building Up Our Neighborhoods submissions to Ontario Legislative Assembly's Standing Committee on Finance and Economic Affairs pre-budget consultations ahead of the 2015 Ontario budget and to the Toronto School boards task force



Emerging Stronger 2014

A Transformative Agenda for Ontario's
Economic Future
The Ontario Chamber of Commerce
January 28, 2013

- » Quoted and cited at the Ontario Legislative Assembly during legislative debate on the Better Business Climate Act 2014 by the Official Opposition critic for Children and Youth Services and Government Services



Ontario Made

Rethinking Manufacturing in the 21st Century

Matthias Oschinski, Katherine Chan
and Liza Kobrinsky

February 25, 2014

- » Cited in City of Toronto City Planning Division Toronto Employment Survey 2014



Redesigning Collaboration

Opportunities for Innovation in Toronto's Labour Market

Jill Shirey and Serene Tan

April 23, 2014

- » Cited in report from the Canadian government's Panel on Employment Challenges of New Canadians
- » Recommended in City of Toronto Social Policy Analysis & Research's *SPARmonitor*



Corporate Tax Reform

Issues and Prospects for Canada

Robin Boadway and Jean-François Tremblay

May 12, 2014

- » Cited in expert testimony before House of Commons Standing Committee on Finance during pre-budget consultations ahead of the 2015 federal budget



What Works?

Proven Approaches to Alleviating Poverty

Anne White, Nevena Dragivevic and

Thomas Granofsky

August 20, 2014

- » Quoted in the Ontario poverty reduction strategy's *2014 Annual Report*
- » Cited in City of Toronto Children's Services *2015-2019 Service Plan*
- » Cited in City of Windsor staff report to Windsor City Council's Social Development, Health and Culture Standing Committee on actions to implement the regional Poverty Reduction Strategy



» Data used in City of Peterborough submission to the Ontario Long-Term Affordable Housing Strategy Update Consultations

TLDR: Where are the Hardest Places to Live in Canada?

Nevena Dragicevic, Mark Jarvis, Rob Dorling, Kyle Hanniman and Emma Tarswell
May 7, 2015



» Cited in City of Toronto's *To Prosperity: Interim Poverty Reduction Strategy*

Renewing Canada's Social Architecture

Thomas Granofsky, Miles Corak, Sunil Johal and Noah Zon
May 13, 2015

GOVERNMENT TRANSFORMATION

The Mowat Centre's government transformation research examines how governments can improve their ability to deliver high-quality public services and public policy, even in times of fiscal constraint. Our publications are intended to help facilitate informed, strategic, long-term decision-making on how governments can improve the way they deliver public goods.

The centerpiece of this body of work has been the *Shifting Gears* series, an ongoing partnership with KPMG Canada examining transformative changes governments can enact, achieving cost savings while improving the delivery of public services. Mowat has also conducted other research beyond the *Shifting Gears* series that further develops this theme.

This body of work has gained a strong reputation among change leaders within the Ontario Public Service and in other governments in Canada and elsewhere. Below we list the successes that this body of work has had in gaining the attention of senior government officials and the public to spur change in both policy and government operations. We spotlight one *Shifting Gears* report, *Fiscal Sustainability & the Transformation of Canada's Healthcare System*, which has spurred several policy changes in Ontario.

TRANSFORMING ONTARIO'S HEALTH CARE SYSTEM

Healthcare spending is skyrocketing across Canada and governments are struggling to find the money to pay for it. An aging population is likely to put even more pressure on Canadian healthcare systems.

To many, the solution is either raising government revenues or cutting services. Mowat, in partnership with KPMG Canada, chose to consider a third way: transformative change. In *Fiscal Sustainability & the Transformation of Canada's Healthcare System* we examined ways in which savings can be gained in Canadian healthcare from transforming the way healthcare services are delivered to Canadians.

Several of our recommendations have since been picked up by the government of Ontario:



Fiscal Sustainability & the Transformation of Canada's Healthcare System

A Shifting Gears Report

Willian Falk, Matthew Mendelsohn, Josh Hjartarson and Alex Stoutley

October 31, 2011

- » Ontario's *Action Plan on Health Care*, announced in January 2012 and incorporated into Ontario's 2012 budget two months later, echoed two of the transformative strategies underpinning the report—the importance of strengthening local and community care and of shifting to a patient centred approach.
- » Ontario's 2012 budget adopted our recommendation to shift routine procedures from hospitals to Value Adding Process clinics (VAPs) specializing in such procedures, highlighting the same primary example used in our report (the Kensington Eye Clinic in Toronto).
- » Ontario's 2012 Physician Services Agreement enacted our recommendation to update fee schedules where technological advances have significantly reduced procedure costs, especially cataract surgery, diagnostic radiology, and endoscopy.
- » Ontario's 2012 Physician Services Agreement also included provisions to ramp up e-consultations between physicians and specialists, which we also recommended.
- » The Drummond Commission incorporated our recommendation to “adjust fee schedules in a timely manner to reflect technological improvements, with the savings going to the bottom line of less expenditure on health care.” The Ontario government reiterated this recommendation, citing Mowat's work, in its 2014 *Long-Term Report on the Economy*.
- » Cited by the President of the Canadian Health Services Research Foundation in expert testimony at the House of Commons Standing Committee on Health during its study of Chronic Diseases Related to Aging.
- » Cited in Health Council of Canada's *Better Health, Better Care, Better Value for All: Refocusing Health Care Reform in Canada* report.

OTHER SHIFTING GEARS WORK



Shifting Gears:

Paths to Fiscal Sustainability in Canada
Matthew Mendelsohn
December 9, 2010



Ontario's 2011 budget cites this report and commits to using a “transformative lens”, as recommended in the report, to guide the government's efforts to reform service delivery.



Cited during the 2012 budget legislative debate in the Legislative Assembly of British Columbia by the Official Opposition Critic for Finance.



Integrating Human Services in an Age of Fiscal Restraint

A Shifting Gears Report
Jennifer Gold
December 11, 2011



Drawing primarily on the findings of this report, Mowat began offering an executive training course on change management, tailored to the public sector. Mowat has been invited to offer the course over ten times, mostly to senior officials in the Ontario Public Service.



Op-ed presenting report's findings and conclusions published in *ipolitics*.



Public Service Transformed

Harnessing the Power of Behavioural Insights
Andrew Galley, Jennifer Gold and Sunil Johal
November 19, 2013



Recommendation that governments make proactive disclosure and access to information the default both externally and publicly was echoed in *Open by Default*, the final report of the Ontario government-appointed Open Government Engagement Team.



Findings presented to senior officials from the governments of the UK, New South Wales, Canada and Ontario.



Report featured in the *Guardian* (UK) and retweeted by the UK Treasury and the European Parliament.



Extensive *Calgary Herald* report on the ‘nudging’ concept lauded Mowat as “leading the way on researching nudging and its effectiveness.”



Insights presented at the 2014 Spur Toronto Festival.



Better Outcomes for Public Services

Achieving Social Impact Through Outcomes-Based Funding

Jennifer Gold and Matthew Mendelsohn

July 23, 2014



Findings presented to House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities during study of the potential of social finance in Canada. The committee's final report quotes Mowat's positions on the primary role of government in social service provision and on the need for a stronger evidence base on which to build outcomes-based evaluation. The latter position also quoted in the Supplemental Opinion of the Liberal Party of Canada.



Subject of a column and two stories in news outlets focused on provincial and municipal policy and planning professionals.



Reprogramming Government for the Digital Era

Sunil Johal, Andrew Galley and Melissa Molson

November 14, 2014



Reprinted on the website of Quebec's Ministry of Economic Development, Innovation and Export Trade.



39 media stories (22 in major media outlets) citing *Shifting Gears* reports by the end of April 2015.



14 citations for *Shifting Gears* reports in academic and policy research work (by the end of July 2015).



Multiple briefings and presentations on findings and recommendations from multiple *Shifting Gears* reports to various Ontario Ministries and senior officials and at public and professional conferences.

OTHER GOVERNMENT TRANSFORMATION WORK



The Integration Imperative

Reshaping the delivery of human and social services

Jennifer Gold and Nevena Dragicevic

October 16, 2013



Cited in the Premier's Community Hubs Framework Advisory Group (Ontario) in its final report, *Community Hubs in Ontario: A Strategic Framework and Action Plan*.



Recommended in City of Toronto Social Policy Analysis & Research's *SPARmonitor*.



Mowat op-ed summarizing the report's findings published in *Canadian Government Executive*.



Findings presented to a global conference of KPMG consultants and at professional conferences organized by the American Public Human Services Association and the Ontario Municipal Social Services Association.



Recycling Ontario's Assets

A New Framework for Managing Public Finances

Michael Fenn

April 11, 2014



Findings and recommendations discussed by a panel of senior experts from the private sector and labour movement before 100 stakeholders and invited guests at the report's public launch.



Cited by *QP Briefing* columnist Tony Dean as a report "Ministry of Finance officials are probably taking a look at."



Mentioned in stories in two news outlets focused on provincial and municipal policy and planning professionals



International Delivery

Centres of Government and the Drive for Better Policy Implementation

Jennifer Gold

September 22, 2014



Findings and conclusions presented to the Governor of Maryland and senior gubernatorial staff, and to the Government of Ontario.



Cited in stories by *The Ottawa Citizen*, *Hill Times*, and *Canadian Government Executive* regarding the federal government's move to set up a hub similar to those analyzed by this report.

Polymaking for the
Sharing Economy:
Beyond Whack-A-Mole



Polymaking for the Sharing Economy

Beyond Whack-A-Mole
Sunil Johal and Noah Zon
February 16, 2015



Invited to provide expert testimony on the topic before the House of Commons Standing Committee on Industry, Science and Technology as part of its study of the state of disruptive technologies in Canada.



Findings presented to Canada's Digital Policy Forum.



Subject of 23 stories and columns in 15 media outlets (17 in nine major outlets) over the first two weeks following the report's release.



Mowat staff interviewed regarding the report on CBC TV's *The Exchange with Amanda Lang*, Radio Canada International, and 13 CBC radio stations in seven provinces and territories.



Described as "particularly timely and well worth reading" in a review on the Institute for Research on Public Policy's *Policy Options* blog.



Mowat has become a go-to source of impartial expertise on the subject, with staff repeatedly cited in media reports regarding Uber and other sharing economy organizations.

NO SPECIFIC REPORT



57 media stories (47 in major media outlets) citing government transformation reports (outside the *Shifting Gears* series) by the end of April 2015.



15 citations for government transformation reports (outside the *Shifting Gears* series) in academic and policy research work (by the end of July 2015).



Multiple briefings and presentations on findings and recommendations from this entire body of work to various Ontario Ministries and senior officials and at public and professional conferences.

MOWAT NFP

The not-for-profit (NFP) sector is an essential driver of Ontario's economy and society. Its resilience has emerged as a critical issue for Ontario's future.

In 2012, Mowat established a research hub to look at the NFP sector and to provide evidence-based research and analysis on systemic issues facing the sector in Canada, with a particular focus on Ontario. Mowat NFP conducts policy research focused on strengthening the NFP sector in Ontario and modernizing its relationship with government.

Over the past three years, Mowat NFP has established itself as a source of evidence-based policy dialogue in the NFP sector, receiving wide exposure within and outside the sector and influencing government action related to the sector. We have been successful in engaging the NFP sector on key challenges, and our work has helped transform the way stakeholders understand challenges in the sector. Feedback suggests our work has been valuable to the sector in initiating conversations and in shifting the ways that stakeholders view the sector and its path forward.



Human Capital Renewal in the Nonprofit Sector

Framing the Strategy

Elizabeth McIsaac, Stella Park and Lynne Toupin

June 5, 2013



Citation in an academic article published in *Just Labour: A Canadian Journal of Work and Society*.



Referenced in an Institute for Community Prosperity report prepared for the Calgary Foundation.



The Social Enterprise Opportunity for Ontario

Elizabeth McIsaac and Carrie Moody

June 24, 2013



The Ontario Government's *Impact: A Social Enterprise Strategy for Ontario* echoed a number of recommendations from the report.



Findings presented to the Ontario Ministry of Economic Development, Trade and Employment; the Ontario Ministry of Research and Innovation; and the Ontario Ministry of Citizenship and Immigration's Partnership Forum.



The Social Enterprise Opportunity for Ontario continued



Cited in a report on social enterprise in Canada as part of the International Comparative Social Enterprise Models project.



Shaping the Future

Leadership in Ontario's Nonprofit Labour Force

Elizabeth McIsaac, Stella Park and Lynne Toupin

September 19, 2013



Citation in an academic article published in *Just Labour: A Canadian Journal of Work and Society*.



Referenced in MaRS report on 'the impact economy'.



A Platform for Change

Elizabeth McIsaac and Carrie Moody

September 19, 2013



Referenced in extensive Tides Canada report.



Mowat NFP is represented on the Ontario Nonprofit Network's shared platforms advisory group, and sector stakeholders credit our work as an important contributor to advancing a broader movement on shared platforms in the sector



Diversity & Inclusion

Valuing the Opportunity

Elizabeth McIsaac and Carrie Moody

February 20, 2014



Addressing concerns raised by this report, the Ontario government made inclusive leadership one of the three main pillars of its 2014-2017 Partnership Grants Program.



Findings presented to officials at the Ontario Ministry of Citizenship and Immigration.



Referenced in an Institute for Community Prosperity report prepared for the Calgary Foundation.

Demonstrating the Results of
Capacity Building
Final Report of the Partnership Grants Learning Project



Demonstrating the Results of Capacity Building:

Final Report of the Partnership Grants
Learning Project
April 14, 2014



Findings were reflected in the Ontario government's Partnership Grants Program capacity building grants for 2014-2017.

From Investment
to Impact
The NFP Experience with
Social Impact Bonds



From Investment to Impact

The NFP Experience with Social Impact
Bonds

Andrew Galley, Elizabeth McIsaac
and Jamie Van Ymeren
August 25, 2014



Findings presented to House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities during study of the potential of social finance in Canada. The committee's final report quotes Mowat's positions on the primary role of government in social service provision and on the need for a stronger evidence base on which to build outcomes-based evaluation. The latter position also quoted in the Supplemental Opinion of the Liberal Party of Canada.



Mowat offered an executive training course on Social Impact Bonds in partnership with the Harvard Kennedy Social Impact Bonds Technical Assistance Lab, tailored to the public sector and nonprofit service providers interested in develop SIBs.



Featured by financial services industry newspaper Investment Executive and an extensive guest post about Social Impact Bonds (SIBs) in Canada on Charity Village's official blog.



Referenced in extensive Tides Canada report.



An Open Future

Data Priorities for the Not-For-Profit Sector

Jamie Van Ymeren

February 20, 2015



Learnings and framing from the report echoed in the Ontario Nonprofit Network's proposed data strategy for the Ontario NFP sector.



Featured in op-ed by Executive Director of Niagara Connects, published in three Ontario newspapers.



Presented findings in a keynote address at Go Open Data 2015, at Open Data Day Toronto and to the Canadian Federation of Voluntary Sector Networks.



Referenced in an Institute for Community Prosperity report prepared for the Calgary Foundation and in two Sprott Centre for Social Enterprise reports.



7 media stories (2 in major media outlets) citing Mowat NFP work by the end of April 2015.



Multiple briefings and presentations of findings and recommendations from this entire body of work to various Ontario NFP sector stakeholders and relevant Government of Ontario officials.



MOWAT ENERGY

The Energy sector in Ontario is in the midst of a transformation toward a more innovative, sustainable and public-centered system. This poses a variety of policy challenges at the federal, provincial and intergovernmental levels.

Through in-depth research and analysis, stakeholder consultations and public engagement, Mowat Energy has focused on examining these systemic policy challenges, understanding how they affect Ontario’s energy sector and Ontarians at large, and proposing effective solutions for Ontario and Canada.

Sector practitioners and stakeholders recognize the value of Mowat Energy’s work, and the research hub has influenced government action in the energy sector.



Smarter and Stronger
Taking Charge of Canada’s Energy Technology Future
Robert Joshi and Tatiana Khanberg
September 6, 2012



Cited in op-ed by Green Party Deputy House Leader that was also reprinted by the Asia Pacific Greens Federation.



Quoted and cited repeatedly in *World Affairs Magazine* article.



Mowat op-ed presenting findings and conclusions published in iPolitics.



Getting the Green Light
The Path to Public Support in Ontario’s Power Plans
Richard Carlson, Eric Martin, Pamela Nowina and Ellen Richardson
June 28, 2013



Findings presented in expert testimony before the Ontario Legislative Assembly Standing Committee on Justice Policy during its inquiry hearings into the 2011 cancellation of planned gas-fired power plants in Mississauga and Oakville.



Cited by the Ontario Power Authority-Independent Electricity System Operator in its report on community engagement in electricity planning. The Ontario Ministry of Energy committed to implementing the OPA-IESO recommendations, which closely mirrored our own.





Getting the Green Light (continued)



Subject of an editorial in the Association of Power Producers of Ontario's magazine IPPSO FACTO.



Briefed Ontario Energy Board and Ontario Power Authority officials on the report's findings.



Referenced in extensive Ryerson Centre for Urban Energy report.



Re-energizing the Conversation

Engaging the Ontario Public on Energy Issues

Richard Carlson and Eric Marton

October 17, 2014



The Chair and CEO of the Ontario Energy Board has, on several public occasions, lauded ideas from the report as requiring consideration by Ontario authorities.



Findings presented to the Ontario Power Authority and to senior stakeholders from the energy delivery and management sector, the pipelines sector and several associations of engineering professionals.



Subject of an editorial in the Association of Power Producers of Ontario's magazine IPPSO FACTO



A Review of the Economic Impact of Energy East

Richard Carlson, Rob Dorling, Peter S. Spiro and Mike Moffatt

March 30, 2015



Served as the economic analysis informing the Ontario Energy Board's assessment (commissioned by the Government of Ontario) of the Energy East pipeline proposal, and is repeatedly cited in the OEB's final report to the Minister.



Findings presented at a public session broadcast on CPAC.



16 media stories (11 in major media outlets) citing Mowat Energy by the end of April 2015.



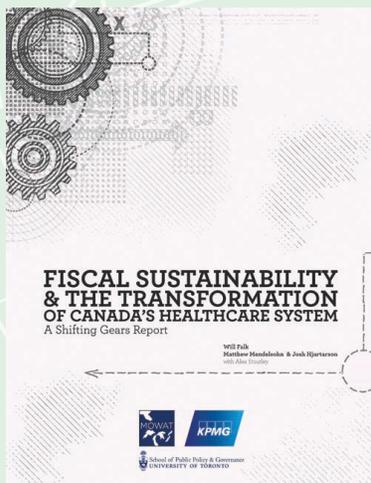
Multiple briefings and presentations on findings and recommendations from Mowat Energy work to various Ontario Ministries and senior officials and at public and professional conferences.

PUBLIC POLICY THOUGHT LEADERSHIP

The success of a think tank's work in influencing policymaking or shaping policy conversations may be direct and specific, but it may also be more indirect. The Mowat Centre has strived to be on the leading edge of public policy, willing to question the prevailing consensus and work to change it.

At times, this has meant proposing policy ideas, often well ahead of the policy curve. Our work is vindicated when policymakers sooner or later arrive at similar conclusions to ours and/or take up policy action similar to what we had already recommended:

FISCAL SUSTAINABILITY AND THE TRANSFORMATION OF CANADA'S HEALTHCARE SYSTEM



The Ontario government's recent moves to shift services previously provided only by doctors to nurses and pharmacists, and to conduct skills audits to assess which professionals are most competent to deliver specific services, is in line with the thrust of Mowat's approach.

MORE STABILITY PLEASE



Report suggested the Bank of Canada should more actively use tools available to it in order to mitigate the volatility of the Canadian dollar to the effects of swings in global resource prices, especially oil.

Though no official policy to this effect has been announced, the Bank of Canada under Governor Stephen Poloz has been using its ability to set the key interest rate to encourage Canada's exports by, in effect, keeping the Canadian dollar lower. A December 2013 research note from CIBC World Markets' chief economist Avery Shenfeld has suggested this is intentional on the part of Poloz.

PUBLIC POLICY TRANSFORMED



Report drew on insights from behavioral science to recommend, following successes of similar programs in the UK, the use of game-playing to improve performance, engagement, innovation and the generation and development of new ideas in the public service.

In March 2015 CBC reported that senior federal bureaucrats and the Privy Council Office “are examining how so-called ‘gamification’— encouraging employees and citizens to play games for rewards – can improve motivation, engagement and problem-solving.”

ONTARIO MADE



Report recognizes that government funding is needed to help compete with other jurisdictions to secure assembly mandates for Ontario's automotive manufacturing.

In July 2015 the Ontario government used its new *Jobs and Prosperity* fund to renew a Toyota assembly mandate in Woodstock and Cambridge, reflecting our recommendation that a government fund be used for this purpose.

At other times this has meant staking out positions that may run counter to assumptions and intuitions commonly held in policy debates, supporting these positions with evidence and holding to them persistently until they become the mainstream of the policy debate:

THE NEW ONTARIO



“The time is long past when Ontario could suffer in silence and continue to be the cash cow of Confederation.” (*Toronto Star* editorial, February 13 2014).

Mowat's report first documented the shift in popular mindset in Ontario that resulted in this reality.

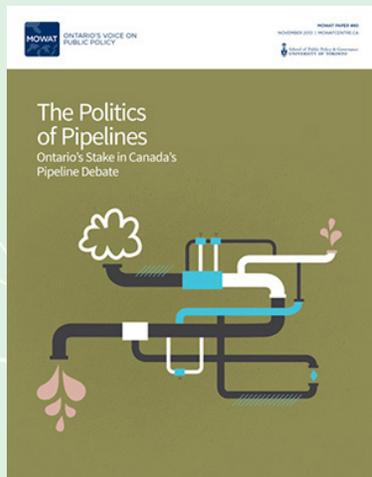
SOME ARE MORE EQUAL THAN OTHERS



“Prior to [the latest federal electoral redistribution], Canada had strayed scandalously far from the principle of one-person, one-vote” (John Barber, *Toronto Star*, May 25, 2015).

Mowat’s report provided the initial evidence base to establish this claim.

THE POLITICS OF PIPELINES



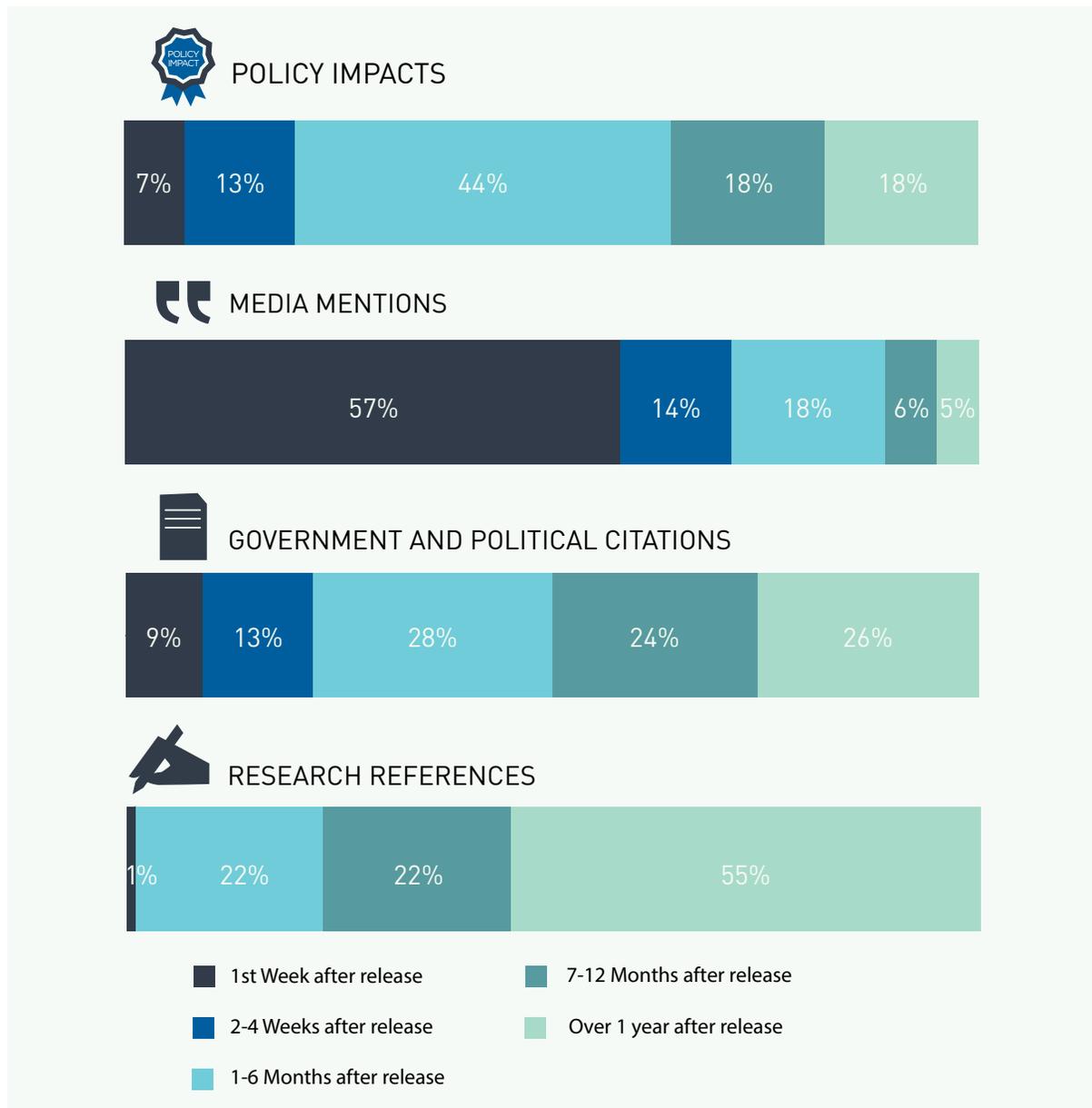
“Virtually all the [carbon emission reduction] benefit from Ontario closing its coal-fired power plants over the past decade has been cancelled out by rising emissions from Alberta’s oilsands.” (Martin Regg Cohn, *Toronto Star*, May 12 2015)

Mowat were among the first to make this point in our 2013 report.

THE STAYING POWER OF MOWAT'S WORK

Much of Mowat's work receives public and media attention upon its release. But many of our reports continue to receive media, research and public attention even after the initial news cycle quiets down, serving as go-to resources when issues come back into the public spotlight.

Below we analyze the "staying power" of Mowat's work across those performance measures for which we have reliable data over the last five years.



*Only impacts, mentions, citations and references that were linked to a particular Mowat report were included in this analysis

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