

Public Service Action for Reconciliation:

Plan, Educate, Engage

The final report on IPAC's National Year of Dialogue



Recognition Respect Sharing Responsibility



Catherine
MacQuarrie
Former Senior
Executive in
Residence,
Indigenous
Government
Programs

Executive Summary

IPAC made reconciliation and building new relationships with Indigenous governments and peoples one of its long-term strategic priorities. With this focus, IPAC's National Board and its 19 Regional Groups from coast to coast to coast, declared 2017 a National Year of Dialogue for Reconciliation and New Relationships. IPAC was very proud of the incredible volunteer efforts made by its membership and chapters across the country that were led by Catherine MacQuarrie, Senior Executive in Residence, Indigenous Government Programs.

Over Canada's sesquicentennial year, IPAC:

- Hosted a series of 31 regional and national events featuring public service thought leaders, Indigenous partners and policy experts.
- Facilitated engagement and dialogue involving more than 3,200 public administrators.
- Delivered eight, full-day Reconciliation Begins with Me training workshops to over 220 participants in response to "Call to Action 57: Professional Development and Training for Public Servants".

- Built new networks and relationships with Indigenous Works and AFOA Canada and other Indigenous organizations with related mandates.
- Collaborated with colleagues at CAPPA and CPSA in their continuing work, as teachers and researchers, to be more inclusive of Indigenous issues, peoples and governments.

The final report threads together the common themes and ideas heard throughout 2017. It is cautiously optimistic, providing governments, public sector institutions and public service employees with actions for building new relationships with Indigenous governments and peoples.

We heard about three key ingredients for taking action – planning, education and engagement. The National Year of Dialogue helped bring attention to some practical and concrete actions governments are taking on reconciliation. While progress may sometimes seem slow and uneven, public services across the country must equip themselves to serve this new reality.

We heard calls for public servants to reframe the way they think about their jobs, from "solving problems" to "enabling solutions". For example, Natan Obed, President of the Inuit Tapariit Kanatami suggested that respectful relations begin when public servants listen to the priorities and ideas of Indigenous partners and we work together to make those ideas a reality. Mike Degagne provided simple but powerful questions for staying on track in working with Indigenous partners.

Our National Year of Dialogue resulted in a rich and challenging year of learning together. We hope the results will live in the thousands of daily interactions between Indigenous peoples and non-Indigenous public administrators and officials working for various governments across Canada.





Why a National Year of Dialogue?

The idea that good government is built on good intergovernmental working relationships has been at the heart of IPAC's mandate for 70 years. Consistent attention to ongoing dialogue, sharing knowledge and exchanging experiences between public sector leaders has contributed to the development of strong public institutions across Canada.

In keeping with its core mandate and in response to the Truth and Reconciliation Calls to Action, IPAC has made reconciliation and building new relationships with Indigenous governments and peoples one of its longterm strategic priorities.

As IPAC members and public institutions across Canada respond to calls for reconciliation with First Nations, Inuit and Métis people, IPAC is providing its support to this important aspect of nation building by:

- Creating regular opportunities for learning exchanges between non-Indigenous and Indigenous administrators across Canada on topics of mutual interest;
- Building the capacity of non-Indigenous public servants to work better with Indigenous peoples, their governments and agencies; and
- Partnering with others to support the growth of administrative expertise, innovation and best practice in Indigenous governments.

To draw attention to this national priority and to spur members to action across the country, IPAC declared 2017 as the National Year of Dialogue for Reconciliation and Renewed Relationships. Drawing on the support of its 19 regional chapters from coast to coast to coast, IPAC hosted a series of regional and national dialogues throughout 2017 in order to bring together federal, provincial, municipal and Indigenous leaders and administrators to discuss shared challenges. The goals were to learn from and about each other, and to establish new networks and working relationships built on the principles of recognition, respect, sharing and responsibility – relationship principles first expressed Royal Commission on Aboriginal Peoples in its 1996 report.

Planning the Dialogue

IPAC is a not-for-profit membership-based organization of public servants working at every level of government across Canada. Members also include academics, private sector partners and others who believe in the importance of public service. Supported by a small secretariat in Toronto, IPAC is led by a national board of directors of senior public sector leaders from across Canada and has 19 regional group chapters in every province and territory, each with their own boards of directors.

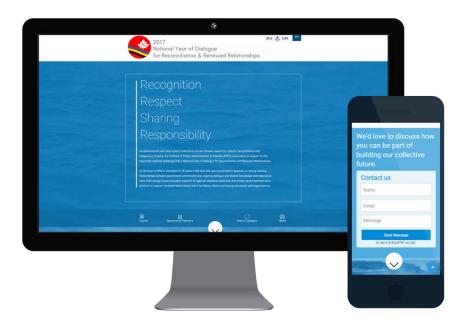
The approach to the Year of Dialogue was

designed in the fall of 2016 by a committee of regional representatives, working with IPAC's Senior Executive in Residence for Indigenous Government Programs. Given the range of knowledge and experience across the country, it was decided that rather than insist the dialogue follow a standard approach, Regional Groups could tailor their events and initiatives to best address regional circumstances and the learning needs of their members, within the framework of a single question:

"How can we as a public administration community transform ourselves and, in the spirit of reconciliation, support better relationships between Indigenous and non-Indigenous government administrators?"

Our aspirations were for IPAC's signature national events (the annual Leadership conference and the annual conference) to be more inclusive of First Nations, Inuit and Métis speakers and issues, and for each Regional Group to hold at least one local dialogue with local Indigenous administrators and leaders. Event organizers were encouraged to support one or more of four objectives in the event design:

- Create greater awareness about the issues and challenges facing Indigenous peoples, and the roles and responsibilities of public servants in all governments to help change the relationship;
- Capture and showcase examples of achievement in First Nation, Metis and Inuit communities in a variety of public policy and administration challenges to dispel myths and show how it is possible to break through systemic barriers to achieve at real, positive outcomes for people and communities:
- Offer Indigenous administrators opportunities to talk directly with their public service counterparts about their concerns and needs for new relationships; exchange expertise with new



and administration and encourage a new generation of public servants – Indigenous and non-Indigenous – to champion the way forward.

The National Year of Dialogue was further supported by a number of communications activities including the creation of dedicated website to feature events across the country, track twitter conversations and host links to videos, reports and blogs arising from the year's activities.

The Year was officially launched in January in the nation's capital with "Building Understanding of Reconciliation with Indigenous Peoples". More than 130 people - public servants, academics and students - came out on an icy night to take part in a lively dialogue with 2 senior government executives, a senior staff member of the Assembly of First Nations, and an Indigenous academic. It was hosted by IPAC National Capital Region with the support of the Social Sciences and Humanities Research Council. (video available). A week later, again in Ottawa, twenty five senior leaders from federal, provincial and indigenous governments and organizations and academia, gathered in circle to talk about the role public servants play achieving reconciliation in Canada. Their important conversation focused on the needs for change in education, culture change, policy change, planning and measurement, and employment and training.

"Reconciliation is the most important nation-building project in Canada since the railway"

- Professor David Newhouse





Left: The panel from the National Year of Dialogue's first event, Bulding Understanding of Reconciliation with Indigenous Peoples, hosted by the National Capital Regional Group in Ottawa (left to right) Paul Thoppil, Kimberly Scott, Hubert Lussier, Aaron Franks

Right: Moderator Catherine MacQuarrie chats with Elder Claudette Commanda at the Bulding Understanding of Reconciliation with Indigenous Peoples, hosted by the National Capital Regional Group

What is Reconcilliation?

Many of our dialogue participants may have been hoping to find a clear definition of reconciliation. As we discovered over the year however, part of the process of reconciliation process is defining for oneself the work that needs to be done within ourselves, our homes and communities to achieve reconciliation. For our members and public servants across the country, it's about examining and recognizing the role that past governments and public administrations played in Canada's colonial and assimilationist history and that continue to influence our policy and programs, as well as working in partnership with First Nations, Inuit and Metis partners to find new ways to do better.

The Truth and Reconciliation Commission laid out the challenge this way:

"Reconciliation must inspire Aboriginal and non-Aboriginal peoples to transform Canadian society so that our children and grandchildren can live together in dignity, peace, and prosperity on these lands we now share... It's about coming to terms with events of the past in a manner that overcomes conflict and establishes a respectful and healthy relationship among people, going forward."

"To the Commission, reconciliation is about establishing

and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, acknowledgement of the harm that has been in inflicted, atonement for the causes, and action to change behaviour."

What Happened During the National Year of Dialogue?

Thanks to an incredible volunteer effort from coast to coast to coast, 21 dialogue events were held throughout the Year on a wide range of topics including child welfare, justice, social innovation and economy. More than 2000 participants were touched by the expertise and insights of hundreds of Indigenous colleagues and leaders who generously shared their knowledge, perspectives and advice.

Some of IPAC's regional groups addressed a need within their membership for more basic learning about the history of Canadian-Indigenous relationships by hosting a Kairos Blanket Exercise or sponsoring the IPAC workshop, "Reconciliation Begins with Me". Others, like Manitoba Regional Group, ran a series of sessions that brought together Indigenous and non-Indigenous agencies and experts to grapple with some of the toughest shared challenges in public policy that persist as a direct result of Canada's colonial history. Saskatchewan Regional Group asked important Saskatchewan thought-leaders to provide their perspectives on the role of public service in reconciliation.

The February 2017 edition of IPAC's signature annual Leadership Conference in Toronto featured a keynote address by renowned Mohawk leader, activist and education advocate Roberta Jamieson, and a panel of senior Indigenous leaders and advocates all speaking to the theme, "Our role as leaders in reconciliation".

Six months later, at its annual national conference in

"Civil servants who are poorly prepared for work with communities, who do not understand cultural protocols or appreciate the nature and responsibilities of Indigenous governments, add to inter-governmental difficulties and slow development projects."

- Professor Ken Coates





Left: This IPAC-Manitoba sponsored event resulted in new collaboration and commitment to further dialogue between the various child authority agencies. From I-r: Brian Hart, First Nations of Northern Manitoba Child and Family Service Authority, Billie Schibler, Métis Child and Family Services Authority, Patricia Cox, General Child and Family Services Authority, Sandra (Sandie) Stoker, All Nations Coordinated Network of Care, Tara Petti, Southern First Nation Network of Care, Cora Morgan, First Nations Child Advocate

Right: Diane Redsky, Executive Director Ma Mawi Wi Chi Itata Centre, explains their experience with family group conferencing as approach to keeping families together. Prince Edward Island IPAC showcased the greatest level of Indigenous participation ever, thanks in part to the active participation of local Indigenous leaders and organizations in the program planning. In addition to highlights such as Senator Murray Sinclair, Chair of the Truth and Reconciliation Commission, addressing the morning plenary, organizers adopted the principle that Indigenous government perspectives should be naturally integrated into panel presentations and workshops rather than being treated as separate "topics".

One of the objectives of the Year of Dialogue was to create new networks and relationships between IPAC and Indigenous organizations and associations that have related mandates. In this, we were grateful for the in-kind support of Indigenous Works and AFOA Canada. and in particular to be able to expand IPAC's reach to a broad national audience by doing feature webcasts with them. In June, Indigenous Works presented preliminary findings of new baseline data that explores the business relationship between Indigenous and non-Indigenous companies, organizations and governments across Canada. In November, AFOA Canada shared the successes and challenges of growing a professional cadre of Indigenous administrators across Canada. Both presentations are available on video at www.ipac.ca.

As part of its long-standing relationship with the Canadian Association of Programs of Public Administration (CAPPA), IPAC was also pleased during the year to contribute to an ongoing reflection within academia on how universities can be more inclusive of Indigenous peoples and subjects in the education of future public service and public policy leaders. IPAC collaborated

Some things that happened in Canada in 2017... Inquiry into Murdered and Missing Indigenous Women and Girls starts public hearings. Barbara Kentner struck by trailer hitch in racist attack in Thunder Bay. National Arts Centre establishes a new Indigenous theatre department. Government of Canada issues 10 Principles to guide relationships with Indigenous Peoples. The "cultural appropriation prize". Quebec inquiry into treatment of Indigenous peoples. Indigenous history and culture studies become mandatory in Ontario school curriculum. Indigenous and Northern Affairs department split into two. Apology to residential school survivors in Inuit communities in Newfoundland and Labrador. Senator Lynn Beyak sparks national controversy with her views on residential schools. Government reaches settlement with "Sixties Scoop" survivors. North American Indigenous Games held in Toronto. Former TRC Chair Senator Murray Sinclair asked to investigate issues relating to Indigenous student deaths and quality of investigations carried out by Thunder Bay police. Child and Family Services "emergency" meeting. Alberta Government announces mandatory training for public servants on Indigenous history, treaties and residential school legacy. Cornwallis Statue in Halifax a flashpoint for racial tension. Reporting on 2016 census results, Statistics Canada reports that the Aboriginal population has grown by 42.5% since 2006 —more than four times the growth rate of the non-Aboriginal population over the same period.

with CAPPA to present the session "Teaching Public Administration in the Spirit of Truth and Reconciliation" at its annual conference in May. Also in May at the annual conference of the Canadian Political Science Association (CPSA) held during Congress in Toronto, IPAC, CPSA and the Canadian Journal of Public Administration co-sponsored a day's worth of scholarly presentations and dialogue on Indigenous Governance and Public Administration. The afternoon panel featured 3 young Indigenous scholars sharing frank perspectives on their programs of study and academic experience.

It was somewhat serendipitous that IPAC chose Canada's sesquicentennial year for its National Year of Dialogue. We knew that the anniversary of Canada's birth as a nation would be a natural point at which to discuss the future of Indigenous-Canada relations, but we couldn't anticipate just how deep and far the conversation would flow through Canadian society. While the 2015 Report of the Truth and Reconciliation Commission sparked the initial commitments to change, events throughout 2017 making news at home and abroad demonstrated how deeply relevant reconciliation is to Canada's future wellbeing. Over the course of the year, many Canadians found themselves in uncomfortable discussions about how little we understand the colonial history of our own country and the continuing repercussions of that legacy on First Nations, Inuit and Metis people. And even while governments at all levels took positive new steps to change the relationship in almost every corner of the country, new issues emerged almost daily, demonstrating just how much work remains.

This report pulls out the common themes and ideas we heard in many different venues throughout IPAC's National Year of Dialogue. It aims to provide governments, public sector institutions and public servants themselves with some ideas to keep moving forward. As Professor David Newhouse tells us: "Reconciliation is a long game... we're in it for the long haul".

What We Learned

We began the National Year of Dialogue on the premise that public services have a special role in achieving reconciliation in Canada; the importance of which cannot be underestimated. While elected leaders set the context for the relationship, the "real" test of reconciliation is in the thousands of daily interactions between Indigenous peoples and non-Indigenous public administrators and officials across the country, at every level of government.

"How can we as a public administration community transform ourselves and, in the spirit of reconciliation, support better relationships between Indigenous and non-Indigenous government administrators?"

The lives of Indigenous Canadians are touched by government every day in so many ways. Reconciliation will grow or be diminished in how Indigenous people experience those government interactions. It is essential then, that the public sector adopt reconciliation as a core professional responsibility throughout. They need to start with their own education about our shared history, including the many treaties and other agreements and jurisprudence that shape the relationship. It means building first-hand knowledge about the First Nations, Metis and Inuit with whom we work and serve, in order to be able to serve competently. It requires understanding that many of the current policies, laws, and programs administered by public servants to Indigenous Canadians are still predicated on older, colonial and assimilationist ideas about the place of Indigenous peoples in Canadian society. Only with that understanding will they be able to identify what they can do as part of their daily responsibilities to contribute to reconciliation and new relationships.

Many Governments Are Taking Action on Reconciliation

The National Year of Dialogue helped bring attention to

"The public sector can be the lever for change"

Kelly Lendsay on economic reconciliation

some of the substantial policy, structural and other changes governments are making in their commitments to achieve reconciliation. The **Government of Canada** has captured most of the headlines with its major financial investments and significant new policy direction, but there are other important advances throughout the country at all levels of government. Alberta and Ontario have been among the most progressive provincial jurisdictions, and a surprising number of <u>municipalities</u> have taken concrete and practical steps to work more closely with their Indigenous neighbours and provide relevant supports and services for Indigenous residents. While progress may sometimes seem slow and uneven, Canada-Indigenous relations are on a new trajectory and public services across the country must equip themselves to serve this new reality. The three key ingredients are planning, education and engagement.

Getting From Talk to Action Requires Planning

One of our Indigenous speakers told us, "we have heard lots of great words and earnest commitments... but making this kind of generational change requires planning and real Algonquin Elder Claudette Commanda - who graced several of our National Capital Region events coined the word for it: "Reconciliaction".

Governments need a reconciliation plan, but so too do departments, work units and even individuals. Like any good plan, it should consist of concrete, measurable actions against a timeline, on which to report progress.

The plan itself has to be developed in spirit of reconciliation. and is an opportunity on which to build new relationships. Public servants are encouraged to engage with and listen to Indigenous partners before starting to develop their plan. Successful engagement will require public servants to be self-reflective and open to learning about where they have gaps in awareness and understanding, or where decisions, actions and behaviour are not conducive to reconciliation. Ideally, the reconciliation plan will align with

"Reconciliation is a process that needs to be managed. It won't just happen"

- Prof. David Newhouse

the interests and plans of your Indigenous partners.

At the same time, public services were cautioned against succumbing to planning paralysis, or to waiting for a plan before acting. "Opportunities for reconciliation are everywhere", especially when it comes to public service learning.

Education Urgently Needed

Most of our dialogue events were very well attended. It was gratifying to see the level of interest and enthusiasm for learning more about reconciliation and about First Nations, Inuit and Metis - their cultures, histories and concerns. It must be admitted however, that we also observed very weak institutional and professional knowledge and expertise about Indigenous peoples in most public services.

Responsibilities related to Indigenous peoples tend to be highly siloed, with the rest of the institution taking no or little responsibility for learning and engaging. Most public servants cannot name the specific cultures and languages of the Indigenous peoples living in their region; are not aware of or uncertain about their leadership and governing structures; are unaware of some of the most basic constitutional and legal obligations of their governments for Indigenous peoples; or have little understanding of the reasons underlying those obligations. As a result, non-Indigenous public servants may be open to change, but are not sure where to start and are fearful of making a mistake in case it should lead to personal or public embarrassment.

A number of jurisdictions have made major investments in online awareness learning products for their employees about Indigenous peoples, history and issues in their regions. Several have made these courses mandatory for all employees. The Canada School of Public Service (the federal government's employee learning agency) is also integrating Indigenous learning objectives into every level of its management and executive curriculum, in addition to making other types of in-person learning opportunities

available - such as live webcasts.

These training investments are laudable, yet considering the size of Canada's public sector at more than 3.5 million people strongⁱⁱ, it will be a long time – if ever - before they have their intended effect of changing culture and behaviours.

Thus, developing the learning required for reconciliation cannot be just the job of HR and learning units. More rapid change will come when reconciliation is seen as a core professional responsibility in all public sector organizations – a responsibility that individuals embrace in their own development and that is supported by their work units, their professional associations and is an integral part of their post-secondary qualifications.

Some of the specific advice received over the year included:

- Make basic awareness training mandatory, and attach deeper learning requirements systematically to management and leadership development as well as professions or sectors where there is likely to be regular interaction with Indigenous peoples and related issues (such as land and resource development)
- Learning objectives should include conveying the importance of reconciliation to our core values as a nation and to mobilize staff for action;
- Training and development should support public service employees to go beyond risk management, "legal minimums" and train them to provide culturally sensitive service delivery; and
- A range of learning methods and approaches should be used including experiential learning and cultural competence skills-building.

Further, those working directly with Indigenous peoples and communities should have much higher education



We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal—Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

requirements. Depending on responsibilities, they need to have a deep understanding of the history and legal foundations of Indigenous rights and title; be current on historic and modern treaties and other agreements and jurisprudence; be knowledgeable about the communities and cultures the are dealing with; and, trained in the special considerations related to their profession (eg., police, medical and social services, teachers).

Last but not least, course content should balance learning about the deeply negative effects of colonization with awareness of the strength, resilience and success of many Indigenous individuals and communities – past and present. As we heard from Dr. Marie Delorme, "Today, despite the social and economic disparities between Indigenous and non-Indigenous people in our country, there is another story that is rarely told. Over 30,000 of our people are in post-secondary institutions; over 40,000 are entrepreneurs; we are academics, scientists, doctors, lawyers, politicians, and business people. This is the future I envision. This is reconciliation."

Engage

"Meaningful engagement is moving beyond consulting to letting those affected take the pen", Mike Degagne, President of Nipissing University and founding Executive Director of the Aboriginal Healing Foundation.

The advice we received on engagement dealt with two aspects of interaction: developing good working relationships in general, and working collaboratively with First Nations, Inuit and Metis partners on making government policy, programs and investments align better with their priorities and needs, and more likely result in better outcomes.

Most public servants serve in order to make a difference for their fellow Canadians in their chosen field and have a natural and positive tendency to spring into action when presented with a public policy or administration issue to solve. Unfortunately, this professional bias works contrary to the spirit of reconciliation and its efficacy is betrayed by the poor historical track record of governments in improving the lives and living conditions of Indigenous peoples in Canada.

It's time for a new approach. The enormity of the challenge in closing the health, social and economic gaps between Indigenous peoples and other Canadians, along with the dire need to put societal relationships on a new track, means that this is an area ripe for policy innovation and out-of-the-box thinking and experimentation.

Using reconciliation to reframe policy-thinking means being aware of the limited frames of reference that currently drive our standard approaches – assumptions such as our policy approaches must above all manage "risk" or only address the minimum of legal obligations. Colleagues in the government of Manitoba shared with us a handy tool they have been using to identify the key differences:

Policy Context	Pre- Reconciliation	Reconciliation 2015 and Beyond
Framing	Legislative Compliance	Decolonization
Legal	Indian Act, Constitution, Duty to Consult	UNDRIP
Public Awareness	Limited	Growing and widespread
The Problem or Need	Closing the Gap – an Indigenous problem	Reconciliation – a Canadian problem
The Solution	Government determines	Full engagement and partnership

More fundamentally, it calls for public servants to reframe the way they think about their jobs: from "solving problems", to "enabling solutions". It requires a large dose of humility to see that public servants are not only unlikely to be the right people to come up with the right solutions; most don't have the experience or expertise to adequately identify the underlying problems or worse, the ability to see that government itself has often been the problem.

Many people reminded us that the Indigenous "problem" in Canada has been studied for decades and that Indigenous views on what needs to be done are already captured in thousands of pages of testimony and hundreds of recommendations from the Royal Commission on Aboriginal Peoples (1996) and the Truth and Reconciliation Commission, among others. What is needed, we are told, is to just get on with implementing those reports.

As Natan Obed, President of Inuit Tapiriit Kanatami so eloquently expressed it on behalf of Inuit, "we have been thinking about our relationship with Canada for a very long time". He along with almost every other Indigenous speaker told us that respectful relations begin when public servants listen to the priorities and ideas of Indigenous partners and we work together to make those ideas a reality.

Mike Degagne provided another simple but powerful tool for staying on the right track in working with Indigenous partners - 3 key questions public servants should be asking themselves:

- 1. Before you ask others 'what can I do?' ask yourself, 'what do I have to offer?
- 2. Have I meaningfully engaged Indigenous people?
- 3. Have I created agency?"

The Vital Role of Diversity and Inclusion Within Public Service

Public sector leaders cannot ignore important institutional underpinnings for reconciliation, including paying attention

to the needs and perspectives of the thousands of First Nations, Metis and Inuit who are themselves proud public servants in the federal governments, in provinces, territories and in municipalities. The federal government alone has more than 10 thousand self-identified Indigenous employees, with thousands more likely employed at various other levels of government.

But meeting representation targets is only one small part of the equation. Governments know they still have a ways to go in valuing these employees, making the most of the experience and perspectives they bring, developing them into positions of leadership, and not losing them to other employers.

Mike Degagne also had three simple, integrated ideas for public sector leaders who want to bring reconciliation to life within their organizations:

- Values include Indigenous values in our organizations
- 2. Governance there should be meaningful indigenous voices in your organization
- 3. Human Resources there should be representation of indigenous peoples in your organization

It has been gratifying to see jurisdictions reviewing their recruitment and retention practices in light of reconciliation. The federal government just recently released a major new strategy, "Many Voices, One Mind" designed to "welcome, respect, support and act to fully include Indigenous Peoples in the Federal Public Service". The strategy has four objectives including addressing the bias, racism, discrimination and harassment that remain too prevalent in our work places.

The Role of Schools of Public Policy, Public Administration and Others

"The right question for academics to ask is 'what can we learn?' rather than 'what can we teach?"

CAPPA conference participant

If Canada needs public servants to adopt reconciliation as a professional responsibility, it must be reflected in the course curriculum of the schools of public administration and public policy. If Canadians are committed to supporting Indigenous peoples to achieve self-determination and self-governance, then our schools of public administration and public policy need to be serving the education needs of Indigenous administrators.

Over the course of the National Year of Dialogue, we were pleased to support our colleagues at CAPPA and CPSA in their continuing efforts to be more inclusive of Indigenous issues, peoples and their governments in their work - not just as teachers but also as researchers. They are not starting from ground zero. There are many fine examples of progress across the country, including some terrific graduate level programs aimed specifically at developing Indigenous administrators and leaders. But these are not widely and consistently available across the country. And even where programs exist, universities suffer from a shortage of Indigenous scholars and scholars and faculty with sufficient experience to teach in these areas. Further, faculty are in need of case studies, study texts and other teaching materials - especially in the field of public administration. This is an area ripe for growth and we hope to see a whole new generation of Indigenous and non-Indigenous scholars arise out of the huge needs that Indigenous and non-Indigenous governments alike have for research, thinking and training in the new governing responsibilities and relationships that reconciliation will bring.

Conclusion

Although we dedicated 12 months to dialogue about reconciliation and new relationships, we knew that this was just a small start to the ongoing work needed across Canada and within our public sector institutions to truly change the relationships between Indigenous and non-Indigenous Canadians in pursuit of a better Canada for all. Even so, we can look back with pride that we made good progress on each of our four objectives: creating greater awareness, showcasing achievement, creating new partnerships and networks and fostering new scholarship. At the end of a rich and successful year, I was deeply gratified to see the Board of Directors of IPAC commit to making Indigenous Government Programs a permanent line of work for the Institute and to continuing the dialogue at every opportunity.

i Honouring the Past, Reconciling the Future -Summary of the Final Report of the Truth and Reconciliation Commission

ii Statistics Canada 2011 Public Sector Workforce Estimates



Acknowledgements

Thank you to the small but mighty team at IPAC who supported the National Year of Dialogue in many ways – from website design to registrations, publicity, travel & organizing webcasts. Warm thanks as well to the regional group volunteers who advised on the design of the year and remained big supporters all year long: Lisa Nye, BC, Robert McLeary, Manitoba, Howard Yeung, NCR, Victoria Pezzo, Ontario, Tom Balfour, Quebec, and Michelle Snow, Newfoundland and Labrador.

A special thank you to my IPAC colleague Andrea Migone with whom I schemed virtuously all year and was the challenge function I needed throughout.

I would also like to thank an assortment of people who provided moral and other support during my tenure at IPAC. Your willingness to take my calls, provide good advice and assistance, volunteer for stuff and otherwise just be a good friend sustained me every day. In no particular order: Kathleen McNutt, Johnson Shoyama School of Public Policy, David Newhouse, Trent University, Terry Goodtrack and Simon Brascoupe of AFOA Canada. Kelly Lendsay and Craig Hall of Indigenous Works, Kim Scott, Scott Serson and Melody Morrison of Canadians for a New Partnership, Satsan (Herb George) Centre for First Nations Governance, Rob Shepherd, Carleton University and president of CAPPA; Charles Perron and Howard Yeung, Deloitte Canada, Katherine Graham and Frances Abele, Carleton University, Dave Brown, University of Ottawa, Lee Seto-Thomas, Gina Wilson, Penny Ballantyne, Christian Bertelson, Michelle Snow, Nadia Ferrara - THANK YOU!!!

Heartfelt thanks as well to the following for providing financial and other support to helping make events happen: Indigenous and Northern Affairs Canada, SSHRC, Deloitte, EY, CPA and SAS.

The Institute of Public Administration of Canada

401-1075 Bay Street, Toronto, ON M5S 2B1

+(416) 924 8787 ntl@ipac.ca www.ipac.ca/indigenous