



Aboriginal Community Development Experts Symposium Summary Report

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1. EXECUTIVE SUMMARY

This report is a summary of the second of a series of symposiums organized by the Sustainable Communities Directorate of Indian and Northern Affairs Canada (INAC). The purpose of the symposium was to stimulate discussion between community development experts from across the country and to explore strategies to integrate First Nations, Métis, and Inuit community development principles and approaches with government programs and policies.

Four expert presenters shared their experiences working in community development across the country, including in Iqaluit, Saskatchewan, and the interior of British Columbia. Presenters stressed the need to address capacity in communities, to be sensitive to the history and realities of communities, and to find common ground between government and community priorities.

Participants split into smaller meetings throughout the symposium and presented back to the group as a whole on performance measurement, sustainable development, community planning, and the government's role in community development. Groups discussed what they believed was working well with respect to the government's role in community development, and many agreed that there is a very encouraging energy and commitment on all sides to make community development effective and sustainable.

The smaller groups identified a number of issues that can be seen as challenges to community development. These include the silo-ed nature of government policies and programs, the reporting burden that is created for communities by the government, the difficulty of finding the proper measurement tools and strategies, the need to focus on what communities want to achieve instead of what the government wants to achieve, identifying gaps in capacity, and the reality that relationship building and community development will take time and do not fit well with a department's fiscal cycle.

The role of the government in this discussion was addressed throughout the symposium. There was recognition that there is no quick solution to mending or building strong relationships between communities and the government. Participants gave specific examples of where the government can better support communities, such as in developing a community development framework, building effective measurement tools, and helping to minimize and streamline the reporting burden on communities.

There was also discussion about the utility of a “development continuum” to serve not only as a means of understanding where communities are in terms of risks and development, but also a means of measuring sustainability.

In addition to the formal discussions that took place over the course of the two-day symposium, there were many occasions for participants to interact on a more informal level. Many business cards were exchanged between participants, and important relationships between community development experts were fostered. This opportunity to build connections and networks amongst symposium participants was a very welcomed and valuable outcome of the conference.

2. CONTEXT

The purpose of the symposium was to stimulate discussion between community development experts and practitioners to explore strategies to integrate First Nations, Métis and Inuit community development principles and approaches with government programs and policies to better support community wellness and sustainability. The symposium is part of a continuing dialogue with First Nations, Métis and Inuit communities and members. The success of this approach is dependent on the engagement of community members, experts, practitioners, officials and leaders.

3. BACKGROUND

Indian and Northern Affairs Canada (INAC) is seeking to engage Aboriginal communities, organizations, other departments and experts on charting a strategy which may lead to policy and program reform.

The Community Development Framework (CDF) (See Annex A) is a potential approach that recognizes that Aboriginal communities are at differing stages of development on a continuum. For better outcomes to be achieved, policies and programs must better respond to the priorities and directions of the communities themselves. One size-fits-all approaches have not proven to be effective.

4. THE SYMPOSIUM

On March 8-9, 2011, a group of twenty-nine community development experts joined in Ottawa at the offices of the Institute on Governance to offer their views on how to advance this discussion. Individuals with deep subject matter expertise came from across the country representing Aboriginal communities, academia, government, the not-for-profit sector, and included consultants and practitioners. All had direct firsthand experience in the field. Many also had considerable international experience in the development field. All are presently active. The symposium was convened by the Sustainable Communities Directorate of Indian and Northern Affairs Canada (See Annex B and C).

The Aboriginal Community Development Experts Symposium was structured to encourage maximum participation by all attendees. The two days were highly interactive with a high degree of participation by all. Gina Wilson, Senior Assistant Deputy Minister, Regional Operations for Indian and Northern Affairs

Canada, welcomed the participants to the symposium and set the tone for what the group might consider in its deliberations. All were invited to share their experiences on their own current emphasis in community development and their general thoughts on the future role of the federal government in supporting communities.

5. EXPERT PRESENTERS

To help launch the discussion, short presentations were made by three experts who shared their experience and knowledge with those present.

1. Defining Community

The Mayor of Iqaluit, Madeleine Redfern, added her insight into "Defining Community". Many of her observations stemming from her description of the realities in Iqaluit could form the basis of framework advice. She encouraged participants to:

- learn the history of the communities they were living in, working with or supporting;
- be cognizant of the disconnect that has occurred between children, parents and grandparents; and
- be respectful of all the views in a community.

These pre-conditions are essential to building a common 'language' and understanding of how issues are viewed in a community. Without this common basis, individuals end up having very different expectations and understanding of what can be achieved. If not addressed, this lack of common understanding could undermine the benefits of engagement.

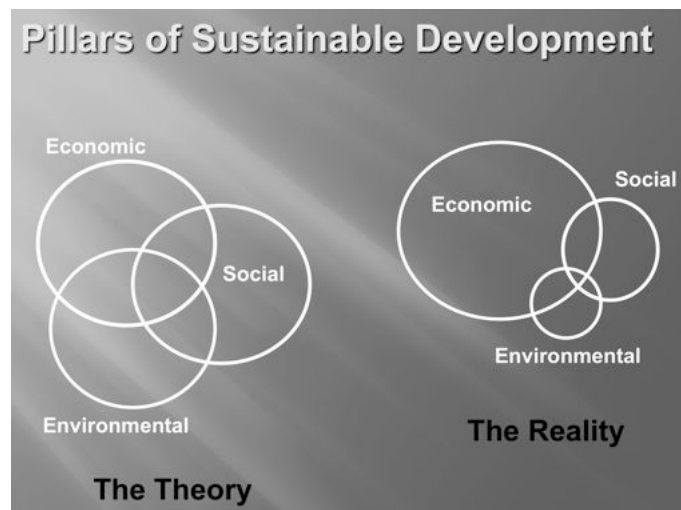
Madeleine argued that the lack of capacity presents the biggest challenge to the ability of communities to address pressing matters. While capacity can be added from outside the community, Madeleine emphasized that at the end of the day "we have to be able to have our people help themselves". An important dimension of this reflection came from her experience as the Executive Director of the Qikiqtani Truth Commission. The overall health and wellness of individuals in the process of reconciliation has a huge impact on a community's capacity and its resilience to build the support services for a healthy community. Individuals have to be "healthy" to contribute in a prolonged way to sustainability.

In this regard, she cautioned that there were challenges to being the person in charge in an environment that is so reliant on senior experts who are transient and therefore not accountable to their community for advice or outcomes. Madeleine presented the symposium with the real challenges faced by leadership in many First Nation and Inuit communities - "being in charge does not mean that you are in control". The future must hold a better balance between contemporary notions of development and traditional notions of sustainability.

2. Finding Common Ground (See Annex D)

Kim Scott, a practitioner with a background in health and psychology led a discussion on the impact of performance measurement on sustainable community development. While she did not attempt to define sustainable communities, she made a very strong argument that how a community defines its own sustainability is highly values-based. Finding common ground can lead to achieving common desired outcomes.

This was juxtaposed against current performance measurement tools that over-emphasize the economic development sphere. She described the pillars of sustainable development from non-aboriginal perspectives both in theory and in practice.



Kim made compelling points that this way of looking at the world undervalues the contributions of many actors and does not leave room for the importance of relationships, governance structures, "human ecosystems" and the environment. She offered a First Nations' perspective on the ingredients of successful

communities that collides with the statistical reporting requirements of government.



She argued that the current "indicator zoo" ties community wellbeing to measures of GDP that are not contextually appropriate and that do not take into account social vibrancy and ecological integrity. In the model she presented, human outcomes are rendered more visible in a way that ties together with overarching values and collaboration.

Collaboration is key because it leads to the necessary dialogue about values that allow communities to identify common ground. Starting in small ways to focus on high priority areas and building on the success of local initiatives can lead to broader strategies. This approach can also lead to greater integration across currently silo-ed processes and cancels out the inherent weakness of a singular focus. It renders greater understanding and brings coherence, stakeholder engagement and policy relevance to the efforts of the community.

There are some technical challenges to working in this fashion, such as lack of data, letting go of prescriptive rules that are intended to control behaviour, building of new networks that link more holistically, and the identification of shared policy targets between government and First Nations. However, some of these issues can be addressed by focusing on the same thing, having stronger institutional arrangements, creating a network of champions, developing new data sharing protocols and linking sustainable community development to shared policy outcomes. This can then lead to designing common measures that lead to sustained coordinated action, which could finally result in indicators that are actually used in making political decisions and a meaningful convergence between government and aboriginal communities.

3. Charting a Course for Community Planning (See Annex D)

Heather Ternoway is a Community Planner at Dalhousie University's Cities and Environment Unit. She has extensive public engagement and community development experience having worked with dozens of First Nations in Atlantic Canada, Saskatchewan and Alberta to develop comprehensive community based plans.

Heather's experience has taught her that First Nations can benefit from community planning. Today, many of the planning tools that are in use too closely mirror the silo-ed structures of government. There is virtually no integration and very little efficient use of all the resources that a community has to offer.

Community-based planning (CBP) offers real potential in building a sense of community, raising awareness, identifying expectations and building the capacity to support development. CBP has to go beyond Chief and Council and engage as many people as possible, taking advantage of human and social capital. The approach can be used to create a shared sense of possibility of the future, of control for future generations. It allows for a united direction for the entire community that builds a vision that can be understood and defended by the community. Planning must be comprehensive and should include a mapping element that joins physical and non-physical assets available to the community. It should also be ongoing and flexible to allow for changes and growth in community capacity and unforeseen circumstances.

Planning must make a difference to the way the community functions. Change can only occur at the community's pace. There are many signs of change visible in communities; it is tangible and success is clear in many parts of the country.

6. ISSUES EMERGING FROM THE DIALOGUE

Silos

Many policies and programs that were created for specific purposes have now become silos. Each of these silos now ties up valuable resources. The overall effect of these silos is that a great deal of effort both in government and at the community level ends up being misplaced. Much discussion has occurred in recent years about this issue, but participants identified very little progress.

Reporting burden

The silo-ed nature of policy and programming is further reinforced by the reporting burden created by the government for communities. Huge amounts of effort and resources go into trying to meet the reporting burdens. The reporting burden is rarely stated in outcomes and certainly not in integrated outcomes at the community level.

Measurement

The last half-decade has seen an attempt at dealing with measurement issues by government. This effort has focused primarily on developing measurement tools. This is a sign that governments are searching for new ways to perhaps let go, to experiment, and to find better ways of expressing progress and identifying gaps. It is a consensus of the participants that measurement tools are by and large too dependent on financial and economic indicators. If measurement tools are to be successful they need to find better balance and be grounded in outcomes.

Little focus on outcomes

It was the consensus of the group that in all these attempts to reform various processes there has not been enough focus on what outcomes communities should be trying to achieve. This approach to sustainable community development, supported by a vigorous community planning effort, must focus on outcomes that derive from real community engagement. Community engagement

that goes beyond the Chief and council is essential. This allows for a values-based discussion that roots outcomes in what the community wants, and allows for a sustained effort. This sustained effort will then join all elements of the community in an outcome statement that it will see as its own.

Capacity

Expressing community needs in terms of outcomes and setting targets will also allow the community to identify its gaps in capacity, an issue that was raised continuously throughout the two-day dialogue. Identifying these capacity gaps will allow communities and government to more effectively assess risks associated with achieving outcomes. Longer-term investment decisions must take this into account, and investment decisions may then also include an approach to dealing with capacity gaps. This may lead to a healthier balance between employing consulting expertise and helping community members acquire the capacity. Recognizing this balance should also lead to developing accountability frameworks for all of the players.

It takes time

Community engagement that leads to sustainable community planning takes time. The effort has to be sustained, reflected in a plan that is expressed in terms of outcomes, and that achieves real targets. Involving the entire community beyond the Chief and council also makes efforts sustainable beyond political cycles. This leads us to efforts that are 5 to 10 years or longer in duration.

7. WHAT IS WORKING WELL

Many participants commented on the “renaissance” that is occurring throughout First Nation, Inuit and Métis communities. While persistent and significant gaps continue with the Canadian population at large, it is also the case that a younger, dynamic and well educated group is emerging within First Nations that will work to remedy the situation. As these new leaders, both political and bureaucratic come of age, participants felt that we must find creative ways to harness their commitment, energy, and capacity.

Participants also felt that dialogues such as the symposium were essential to building common understanding. While the concept of community development is not new, putting a framework around it to operationalize it in a more integrated fashion could indeed be part of the way forward.

The concept of a continuum of development was also seen as a more realistic way of allowing communities to measure their progress with respect to development. This concept is leading experts and communities to rethink the concept of measurement and outcomes. Against the proper framework, the development of these new outcome statements and measurement tools can be accelerated.

The dialogue that will take place over the next two years through the Sustainable Communities Directorate was also seen as an important focus through which INAC could develop a framework for reducing the reporting burden in ways that would allow misplaced effort to go towards achieving better outcomes.

The expert presenters gave many examples where communities are currently working successfully to try to establish their own frameworks while still dealing with the reality of the silos and the reporting burden. Their approach will be better supported and perhaps accelerated with better alignment between First Nations and government.

8. THE ROLE OF GOVERNMENT

Throughout discussions over the course of the symposium, it became clear that there is a lack of consensus with respect to what role government should play and how it should change.

Issues around trust emerged, suggesting that relationship building over a significant period of time will be required to meet the need for change. As per Madeleine Redfern's presentation, there were several reflections on the reality that Aboriginal people have constantly struggled with different government organizations and individuals coming in and out of communities. As these trust issues run deep, there is no quick solution to rectifying them.

Develop the framework with communities

Participants were supportive of the concept of a community development framework developed by INAC in collaboration with communities and other stakeholders. While structural policy and program innovation occurs within INAC, communities at different stages of development among First Nations, Inuit and Métis, must be allowed to shape their own community-based outcomes. This would enable INAC to start reflecting this community driven aspect in their policies and programs.

Building more effective tools

Working with communities, INAC needs to revisit its approach to measurement tools. The work of assuring sound financial management needs to be balanced with a need to support communities in setting outcomes and having accountability to its members. Finding a better balance between an asset-based and risk-based approach is key. Investment decisions need to take this into account.

Streamlining reporting burden

Participants were unanimous in their views about the problematic issues of streamlining processes and reporting burden. This is a complicated area, but greater experimentation is needed to help demonstrate the way forward.

It takes time

Given the varying pace of progress of communities along the continuum, success cannot be measured in annual increments. Sustained attention, patience and support will be required.

9. PUTTING THE PIECES TOGETHER

How to achieve community wellbeing

Mark Podlasly, the final expert presenter at the symposium, has extensive International and Canadian experience in the planning, permitting, and construction of multi-million dollar projects in First Nation communities including pipelines, mining, power generation facilities and community infrastructure. This work allows him to offer unique and timely solutions to community challenges.

Mark provided a framework for how to achieve community wellbeing. He expanded on the model of how to address an “adaptive challenge”. He defined the concept of the adaptive challenge for these communities as the gap between the values people stand for and the reality they face. It is the lack of capacity to realize those values in the current environment that communities must adapt to. This concept juxtaposes the difference between technical challenges and adaptive challenges. Technical challenges, such as ensuring public transportation runs on time, can be easily remedied by government while adaptive challenges require stronger, more creative solutions. They require experimentation and explorations of values, attitudes, and behaviours.

To meet these challenges, adaptive leaders are asked to deal with the toughest and most painful questions. Progress can only be made by identifying and drawing out these issues and challenging the status quo. Mark identified six steps to beginning this difficult but rewarding work:

1. Observe: Get on the balcony
2. Identify type of challenge
3. Safe environment for conflict
4. Maintain group focus on work
5. Give work to the group
6. Protect ‘deviant’ voices

In his presentation, Mark presented the adaptive challenges both for INAC and for Aboriginal leaders and their communities.

For INAC, the challenges will be to reexamine its values and facilitate a dialogue with its own regions. As it moves forward, it will have to add larger numbers of players to the dialogue, and it will have to learn to let go.

For First Nations leaders and communities, they will have to reexamine their values and differentiate the government's values from their own. This will be the foundation by which community development takes hold. On top of this foundation, communities will build conversations and frameworks that will make the silos fit and determine the sustained support and funding that is required. These communities will also have to add other players to the dialogue.

Both parties, INAC and the communities, will engage in a dynamic dialectic where they need not fear conflict that arises from different values. Corporate Canada can be brought into this framework as many communities are grappling with resources development. New ways of working will have to be found but they build a more holistic picture of what development and sustainable communities are actually all about.

Mark Podlasly's challenge to the group is imaginative and tries to engage all actors at a constructive and dynamic table and may actually hold the keys to opening more doors to the adaptive challenges First Nation, Inuit and Métis communities face.

10. LOOKING AHEAD

In addition to the formal discussions that took place over the course of the symposium, there were other benefits of bringing leaders in community development from across the country into the same room for two-days. Important networks and connections were created and the informal conversations that took place during breaks or over meals will likely lead to important community development initiatives across the country. Providing a space for this kind of meeting of the minds proved not only beneficial to the work that INAC is undertaking, but also to the work of the community development experts in their various endeavours.

The outcomes of this symposium and other meetings along the same vein, will be used by INAC's Sustainable Community Development to inform the contents of and mechanisms in the Community Development Framework, which is currently being designed. The contributions from academic experts, community leaders, community consultants, regional INAC staff, and representatives from other government departments are integral for a well thought out strategic approach to improving the way INAC works with communities.

11. ANNEXES

ANNEX A:

Community Development Charting a strategy to policy and program reform in Health Canada, First Nations and Inuit Health Branch, and Indian and Northern Affairs Canada

Purpose

In order to support the development of healthier, resilient and more sustainable communities, Health Canada (HC), First Nations Inuit Health Branch (FNIHB), and Indian and Northern Affairs Canada (INAC) are issuing this paper to frame discussions that will lead to strategies to integrate First Nations, and Inuit¹ community development principles and approaches with government programs and policies, and ultimately lead to community wellness and sustainability.

Content

The paper consists of a summary of the context and the concepts for guiding both departments towards a strategy on Community Development. This summary is followed by appendices, which elaborate on a number of essential elements requiring both policy and operational attention to support better outcomes and development in First Nations and Inuit communities.

Context

FNIHB and INAC have a great opportunity: We are seeing First Nation leaders emerge as champions of nation-building, capacity and governance development; the collective will of both departments with direction of senior management; and signals of support from central agencies, which all indicate support for substantial change to the ways we do business. This collective recognition of the opportunity to improve upon policies, programs and practices takes into account the growing body of experience in the field that is showing the way toward more effective community development practice. This collective knowledge is based on experience, feedback from First Nations and Inuit communities, audits and evaluations, as well as innovative approaches achieved at negotiating tables, implemented by regions, and tried on a pilot project basis with willing communities. We will learn from our experience in creating and amending policy and programs on a national scale, and build on the work already underway in

¹ INAC will consider through the Office of the Federal Interlocutor how this approach will apply to Métis communities.

INAC and FNIHB with innovative funding arrangements providing greater risk-based flexibility to recipients.

We have always lived with the inevitability of change, and yet find it hard to keep pace with needed change. Our touchstone, underlying the mandates of both departments, is that we want to support and facilitate positive difference in the lives of First Nations and Inuit because their well-being is integral to the overall success of all Canadians and integral to our ultimate reconciliation.

This work takes place with the positive encouragement of Aboriginal partners whose engagement in program reform initiatives is also integral to the success of our response.

What is Community Development?

Healthy, inclusive, safe and sustainable communities are made up of increasingly healthier, educated and employed individuals grounded in their culture and tradition. These communities are constantly evolving and are very diverse in nature.

The development of individual capacity and skills is an elemental building block in community development. While the phrases are sometimes used interchangeably, we use capacity development to describe how individuals build their skills and expertise, and community development to describe how the community as a unit evolves and strengthens itself.

In this framework, community development also reflects the unique histories of First Nations and Inuit communities, and the need for cultural sensitivity in the process and outcomes of the work of FNIHB and INAC.

The Community Development Framework (CDF)

Government policies, programs and practices need to adjust to reflect developing communities made up of these individuals. This requires INAC and FNIHB to continue to build relationships with communities with the goal of improving community wellness, self-reliance and sustainability while respecting that communities are at different stages of development (capacity, pace, circumstances). This also requires INAC and FNIHB to be innovative, and to adapt policies to support sound governance within communities and sound management of public resources.

The CDF is an approach that recognizes that Aboriginal communities are at differing stages of development along a continuum. For better outcomes to be achieved, the reality of these differentiated "development stages" and current needs must be respected in policy and program development and implementation. National one-size-fits-all approaches are not effective.

The key elements of the Framework include:

- an overall strategy and approach for necessary structural policy and program renovation, based on recognition of different stages of development among First Nations and Inuit;
- coordinated approaches and new models to support community development;
- removing barriers to community development (such as administrative burden) as a basis for renovated policies and programs;
- risk and capacity assessments that will identify levels of development and capacity needs, while taking into account community assets as key components of policies and programs;
- active promotion and support for First Nations and Inuit planning, measuring and reporting as a key element to further facilitate community development and accountability;
- streamlined funding arrangements put into operation through the Policy on Transfer Payments²
- development of departmental employees' capacity to become more innovative and risk-based in developing solutions with communities and to uphold the principles of community development, recognizing the value of improving and strengthening relationships with First Nations and Inuit.

The CDF would enable the following:

Community-driven Policies and Programs

To the extent program design is primarily government-driven, we retain control and responsibility; and we can often impede capacity building. Community-driven programs involve a support role rather than a lead role for government. Such a shift will also enable a shift in program and service management and accountability to First Nation and Inuit governments/organizations to their members.

We have endorsed the principle of "community-driven" in the past, however, we have a long way to go before communities can acknowledge that the policies, programs and operations we implement within FNIHB and INAC are truly being driven by them. Building knowledge and capacity in FNIHB and INAC staff will be the key to achieving consistency.

² See INAC, Community Development Framework, Presentation to Isolated Communities Workshop, December 9, 2009. For the Policy on Transfer Payments see: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=13525>

"When our goal becomes the actual improvement of health and well-being of specific populations, we as professionals cannot deliver that outcome to communities. We can only work together with communities to build that outcome from within" (M Bopp & J Bopp).

Community-driven implies that federal program and policy development and implementation includes a meaningful engagement process with communities. To the extent government fails to do this, programs risk sub-optimal effectiveness, affecting the overriding value for dollar proposition.

A “Differentiated” Approach to Programming

While communities vary, basic needs and hopes of health, self-reliance and sustainability apply to all communities. Strategically invested funding would respond to differential capacity needs, at the community’s pace. A differentiated approach requires that departments will prioritize community wellness equally with departmental accountability, especially in communities in crisis. These select communities require our support and funding, but cannot and should not be required to undertake extensive administrative burden.

A Greater Focus on Community Outcomes

Generally speaking, current programs are “output” oriented. Although the results chain ties inputs to outcomes in program frameworks, much more attention is currently paid to input and output reporting than to outcomes. What are important outputs and outcomes from the community’s perspective? Communities that have completed strategic plans generally have clear strategic outcomes, with more impact than departmental outputs. Investing in community strategic planning is one way of focusing on outcomes rather than activities. Communities that want to develop a plan for a self-determined future, but don't have the internal capacity, need appropriate external supports that current programs do not yet provide.

A Risk-based / Asset-based Approach³

We are building more effective tools for assessing communities through a risk, capacity and asset lens. This is important work to reinforce departmental financial management systems, and is balanced with the need to support community accountability to its members, as well as community assets. Community assets are the building block for hope and positive change. Investment decisions based on perceived weak capacity may need to also

³ While government will screen funding decisions through a lens of risk, it is also interested in recognizing the existing asset-base of communities. An asset-based approach emphasizes building on strengths and capacities in communities, rather than solely focussing on perception of risk.

include knowledge of the more intangible strengths that community individuals bring to the table.

Resulting Streamlined Processes

Frequently, Government ways of doing business are impediments to community development. A focus on making transfer payments more responsive to community priorities and less burdensome will be welcomed. We cannot fix community problems; but we can go much further in ensuring we are not creating or adding to community burden. Reconsideration of how we use federal human resources is part and parcel of this work. The balance between focusing on financial arrangements and relationship with the community needs revisiting. Streamlining programming could imply collapsing many authorities and transferring funding through a single agreement with multiple departments, which would reduce community administrative burden.

Long-Term Commitment

Community development is a process that moves at the pace set by the community itself, “community-based and community-paced”. Communities will vary in their pace of change and our commitment to sustain attention and engagement will be important to the success of initiatives in which we are involved. Sustained attention need not be supplied by a federal employee to be effective. The role may more appropriately be supplied by a 'community facilitator'.

The impact of residential schools and policies of the past were over the space of decades. Supporting community wellness, sustainability and self-reliance will require a long-term commitment.

Access to Opportunities

Federal community development strategy must remain attuned to the fact that indigenous peoples seek opportunities to participate in the Canadian social landscape and economy as they arise and will react to perceived threats through any and all means available to them as they see fit. The role of FNIHB and INAC is to facilitate community access and inclusion in the wider Canadian landscape. Ensuring fair and equitable opportunities for economic participation is an integral part of the fabric of reconciliation and sustainability.

Conclusion and Next Steps

These ideas are neither controversial, nor particularly new. However, bringing them together into one comprehensive approach with shared departmental commitment brings to the surface some very interesting possibilities for the design and delivery of programs at INAC and FNIHB.

It is now time to process and act on this acquired knowledge and experience. We are not so much in need of testing out new ways as we are in need to commit

to changing our practices to reflect what we have learned. To do so is to reposition the federal-Aboriginal relationship to be founded on our partnership for the future based on community wellness, sustainability, and self-reliance.

This Draft Community Development Framework paper will continue to evolve as FNIHB and INAC begin to use it to engage ITK, AFN, Aboriginal communities, organizations and other partners and departments. Once there is increasing convergence around its principles and implications we will move to examine the ways we currently do business individually as departments, and more importantly, horizontally as the Government of Canada. Our current ways are the product of many years of practice and represent the culture of our federal organizations. We are our culture; we have the capacity to change it for the better. The way forward requires our collective engagement, supported by the engagement of First Nation and Inuit leaders and communities.