RCAP Redux

Dismantling INAC

RCAP Observations on INAC

1. Colonial, paternalistic, and resistant to change;
2. Performance in federal policy arena is inadequate; and,
3. Evasive or negligent on the matter of meeting federal treaty an claims obligations.

RCAP Recommendations

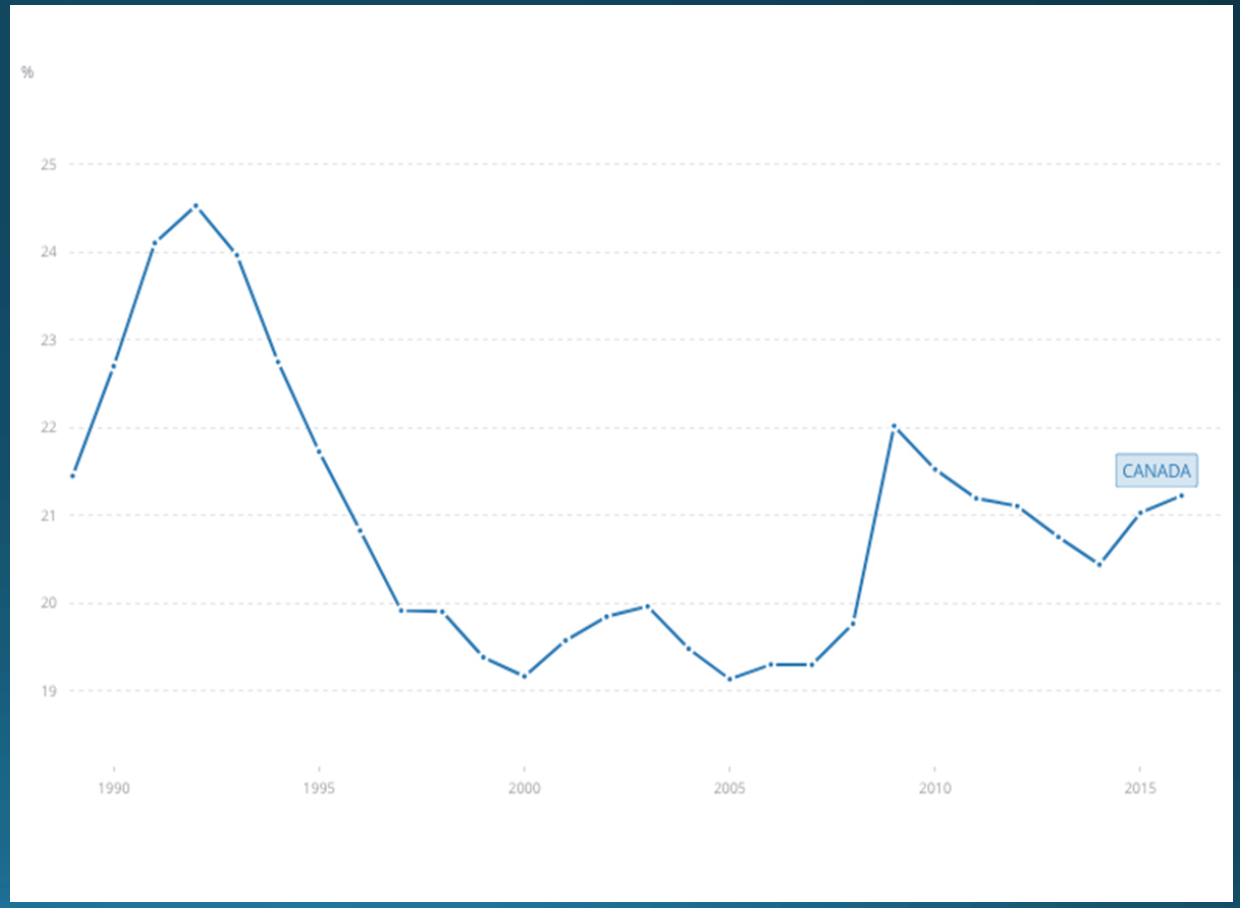
"We propose what we believe to be the best organization for the development and implementation of Aboriginal policy through the cabinet system." (RCAP Vol 2, p. 336)

1. Renewal in the conduct of Indigenous affairs lies with the Prime Minister.
2. A new senior ministerial portfolio, the Minister of Indigenous Relations, and a new department of Indigenous Relations.
3. Direct implementation of new federal Indigenous initiatives assigned to relevant line departments/agencies.
4. New Minister for Indigenous services would head new Indigenous Services department.
5. Permanent cabinet committee on Indigenous relations, chaired by Minister of Indigenous Relations.

Periodizing RCAP

- RCAP established in August 1991.
- Final report published in October 1996.
- Period of greatest reform / overhaul to federal public service.
- PM Campbell June 1993
- Program Review: Budgets ’94 & ‘95

Size of Government (% of GDP)

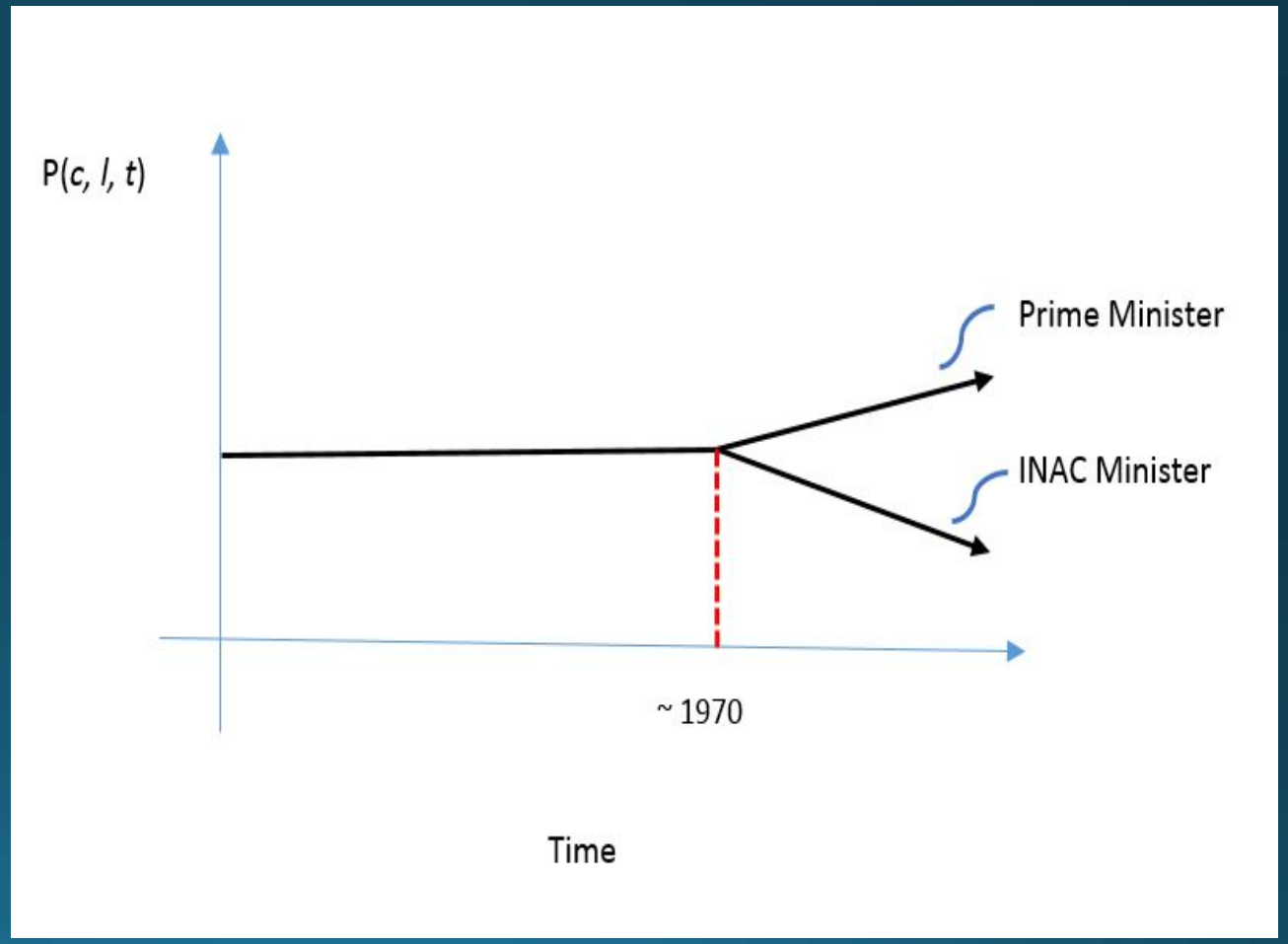


Executive Power in federal Cabinet

- Increasing concentration in centre: Prime Minister, PMO & advisors, central agencies (PCO, finance, TBS)
- Power drift from line departments to centre beginning around 1970 with Trudeau Sr.
- Diminishing for Ministers of line departments (e.g. INAC)

Donald Savoie, *Governing from the Centre: The Concentration of Power in Canadian Politics* (1999)

Other leading scholarly authorities: Aucoin, Bakvis, Howlett.



Prime Ministerial Power in Comparison

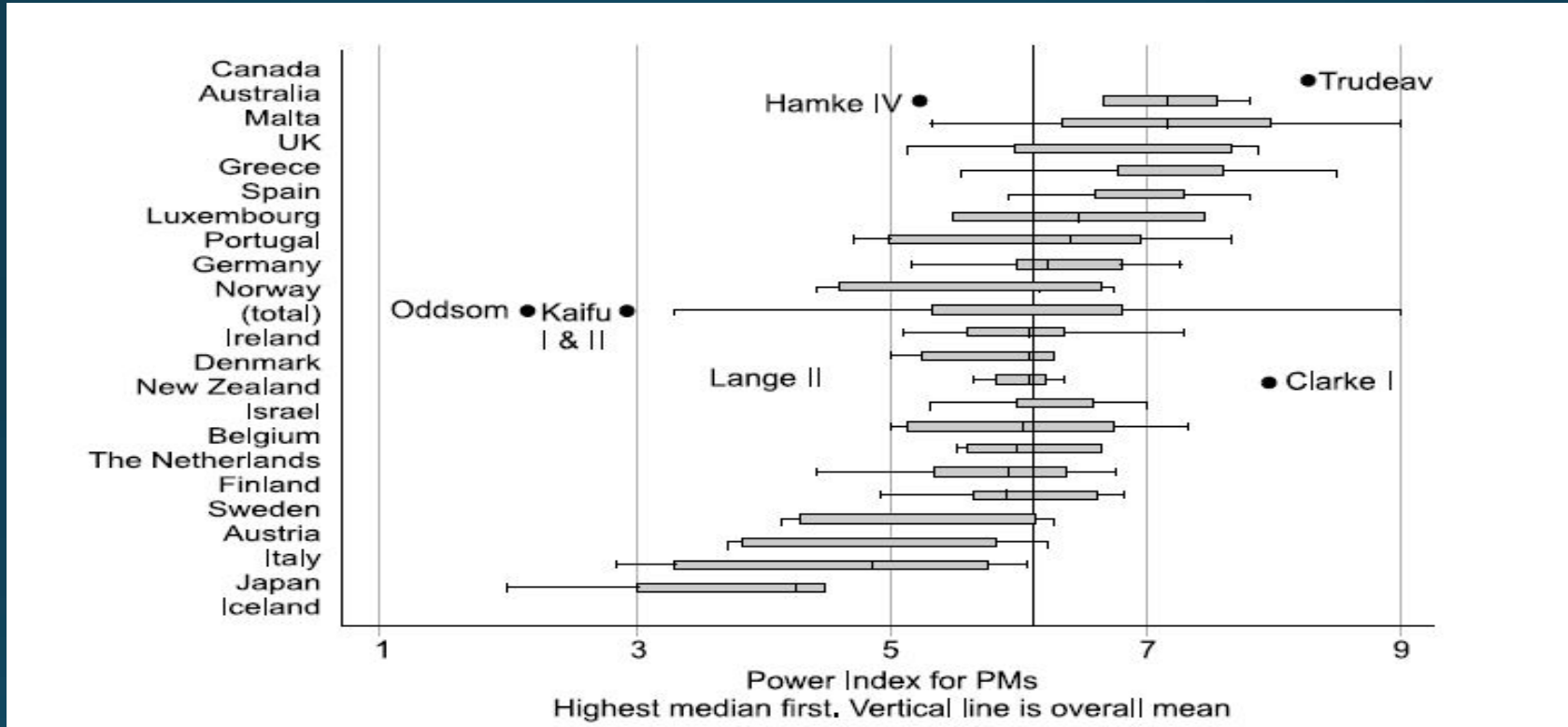


FIGURE 1. *Distribution of Prime Ministerial Power*

Erin O'Malley. 2007. The Power of Prime Ministers: Results of an Expert Survey. *International Political Science Review* 28 (1): 7-27.

The Narcissism of Small Differences

Past INAC transformations, mergers, and splits.

- Internal reorgs.

Past Federal Mergers, Splits, Reunifications:

- Employment and Social Development Canada
- Global Affairs Canada

Symbolic: political, not administrative (Aucoin).

- Philosophy of government;
- Management style; and
- Political objectives.