Strategic Plan | 2011 - 2016
Fall 2011

A common voice that connects us.
Our shared understanding of the path forward.
Dear CANDO members,

As we look forward to our 25th anniversary, it is with great excitement for the future of our organization that the CANDO Board and staff present this strategic plan to you. We have identified the most important areas of focus for the next 5 years and have a clear implementation plan in place that will act as a guide.

Earlier this year, a comprehensive management and performance review was completed in which various groups of stakeholders contributed. EDOs, community members, CANDO staff and representatives from Indian and Northern Affairs Canada (INAC) as well as our partner institutions helped to determine our strengths and weaknesses as an organization. We commend ourselves for strength in employee commitment, outstanding innovation and a focus on continuous improvement. That said, there is also room for growth, and that is the focus of this strategic plan. The Board of Directors and CANDO staff are committed to further developing a sustainable and national-leading organization.

CANDO’s innovative approach to enhancing our programs and services is in response to the changing needs of stakeholders. Above all, we are accountable to you – the membership – and we are working hard on your behalf. The Board will soon form a new marketing plan to strategically promote CANDO and enhance our reputation nation-wide.

Let’s build on our 20 years of experience and preferred designation in the field of Aboriginal economic development. The initiatives presented in this plan are integral in charting our future. We will continually review them and fine tune, and we look so forward to sharing our success with you.

All my relations,

Paul Donald
President, CANDO Board of Directors
Planning for the Future

STRATEGIC PLANNING: THE CONTEXT

In 1990, a group of Aboriginal Economic Development Officers (EDOs) from across Canada founded the Council for the Advancement of Native Development Officers (CANDO). The founders established CANDO’s mandate, which is to provide EDOs with the training, education and networking opportunities necessary to serve their communities and/or organizations as professionals.

CANDO is Aboriginal-controlled, community-based and membership-driven, and directed by a national elected Board of EDOs which represents each region of Canada. As a federally registered, non-profit society, CANDO is instrumental in facilitating partnerships with EDOs, academics, Aboriginal leaders and senior corporate and government representatives.

Since its inception in 1990, CANDO has been funded by INAC as part of its Community Support Services Program (CSSP). Through CSSP, INAC funds training and support services for First Nation and Inuit community economic development organizations. Using a combination of funding from INAC and revenue generated independently through its programming, CANDO has delivered substantial value to EDOs across Canada; initiatives include:

- 17 national annual conferences;
- A national certification process with 255 Technician Aboriginal Economic Developer (TAED) and Professional Aboriginal Economic Developer (PAED) Certified EDO’s as of March 31st, 2011;
- The publication of the Journal of Aboriginal Economic Development, 16 guidebooks and various newsletters related to economic development;
- Many training workshops; and
- The National Indigenous Economic Education Fund and scholarship.

Following the release of the new Federal Framework for Aboriginal Economic Development in 2009, CANDO has recognized the need to strategically align with INAC and the revised federal policy. Additionally, a comprehensive organizational review of CANDO was completed in early 2011 in which several improvement opportunities were identified. This strategic plan will address the key issues and opportunities CANDO faces as an organization, and provide a detailed guide for implementation.
STAKEHOLDER’S EXPECTATIONS

The two stakeholder groups with a vested interest in CANDO’s strategic planning are its members and its funder, INAC.

Members expect CANDO to continue to deliver value in:

• Networking opportunities, including the annual conference;
• Being a recognized leader in Aboriginal economic development;
• Developing and distributing relevant content (publications, website); and
• Providing regional training opportunities.

INAC expects CANDO to strategically focus on improving:

• Program accessibility;
• Performance measurement systems; and
• Certification programs.

Photos: (Top) 2010 Community Economic Developer of the Year Award Winner, Chippewa Industrial Development Ltd. and CANDO President Alfred Loon, (Middle) 2010 National Youth Panel, (Bottom) 2009 Conference Icebreaker Reception.
Vision, Mission and Core Values

Our organizational philosophy is defined by our vision, mission and core values. These elements describe who we are, what we want to achieve and ultimately, the values that will guide our daily decision making. The vision, mission and core values set the long-term development path for 2011 – 2016 and beyond.

VISION
To be the leading authority on Aboriginal Community Economic Development.

MISSION
To build capacity which strengthens Aboriginal economies by providing programs and services to EDOs.

CORE VALUES

PRIDE
We acknowledge and have deep respect for our Aboriginal heritage and traditional knowledge.

INTEGRITY
We keep our members interest with integrity at the forefront.

KNOWLEDGE
We gather and share knowledge through education, training and certification, exemplified through best practices.

RELATIONSHIPS
We recognize the power and importance of relationships and provide a means for EDOs across Canada to connect and communicate.

RECOGNITION
We share and celebrate Aboriginal individual and community successes.
21 Years of National Success

Since its inception in 1990, CANDO has accomplished a lot. Our mandate is very simple – to provide EDOs with the certification, training and networking opportunities necessary to serve their communities and organizations. Over the past 21 years, we have managed a wide range of initiatives in strong support of this mandate.

These are some of the stepping stones that have brought us to where we are today:

1993: Established the National Task Force on Training needs to conduct a widespread needs assessment; published the final report “Towards Self-Reliance” in September of 1993 and submitted to the Royal Commission on Aboriginal Peoples

1995: Held a DACUM (curriculum process development session) and developed a curriculum chart of the skill and knowledge requirements of an EDO

1996: Completed the Occupational Standard and Verification of the Competency Profiles for the EDO position

1997: Established a registered charity: National Indigenous Economic Education Fund (NIEFF)

1998: Developed the first Certification Process Guide and began to accept applications

1998: Developed the “C.E.D. Online’ website

1999: Won the Royal Bank/EDAC Economic Development Program Award of Distinction for the certification process

2001: At their AGM, the Nunavut Economic Developers Association accepted CANDO’s certification as its professional requirement

2002: Launched a new website with better accessibility for members and provided all members with @edo.ca email addresses

2003: Created the E-Side News electronic newsletter

2005: Hosted the 1st annual National Youth Panel, in which 6 outstanding youth showcased their talents and achievements

2006: Completed the guidebook project and produced guidebooks in French and English

2009: Secured and executed contracts to develop community strategic plans, resulting in additional revenue generation

2011 – 2016 will be defining years for CANDO, in which we will focus on refining our offering of programs and services to meet the changing needs of EDOs across Canada and ensure that we are well-aligned with the Federal Framework for Aboriginal Economic Development.
Addressing Our Future

CANDO helps to build successful Aboriginal communities by supporting Economic Development Officers across our Nation. We share expertise, knowledge and best practices and offer a variety of programs and services in direct support of the challenges EDOs face. We know that EDOs are pivotal with respect to innovative, forward-thinking economic development initiatives in Aboriginal communities.

THE EDO ROLE IS CHANGING

An EDO is often the primary resource in dealing with prospective business partners, elected leaders and outside third parties. This represents a shift in the EDO role from focusing on assisting existing businesses to providing higher level advice and guidance on both existing business issues and a wide range of new opportunities. EDO’s must be flexible and adaptive; they are now often acting as advisors, researchers, communicators, promoters, writers and as providers of knowledge. The EDO’s job is complex and has evolved over the past two decades.

One emerging competency of the EDO role is an understanding and practical knowledge of land development, as proper management of traditional lands can lead to great economic benefit for communities. EDOs now often take a leading role in managing resource development, reviewing impact benefit agreements and setting up joint ventures.

WE MAINTAIN A NATIONAL FOCUS

The development across the country in Aboriginal communities has not been uniform; some communities have high employment levels and are economically stable while other communities are in the midst of a struggle. Our job as an organization is to build the capacity of all Aboriginal communities through the development of EDO’s at a national level. CANDO will continually maintain a national focus as we plan for the future; we know that the challenges faced in one part of the country can be very different than those faced in another.
WE PROVIDE STRATEGIC SUPPORT

We see the need to embrace the reality that is a booming Aboriginal youth demographic. We need to build our youth as the next generation of EDOs and as significant community stakeholders. As part of our support and outreach to youth, we offer an annual scholarship from the National Indigenous Economic Fund, hold a youth panel each year at our annual conference and have a student Board member on our Board of Directors.

Remote and isolated communities may be the most in need of CANDO services and support. We will strive to meet this need by expanding our offering of non-accredited training workshops to remote regions as well as offering training online. Our website provides a range of accessible tools and will be enhanced to facilitate shared experiences and leading edge industry information. We will also pilot online training which will be accessible to remote and isolated communities.

WE WORK IN COLLABORATION

Industrial development, resource development and other big business issues are at the forefront of economic development in many Aboriginal communities. The federal government has formally addressed this through the newly released Federal Framework for Aboriginal Economic Development (FFAED). CANDO employs a strategy that embraces the direction provided by the federal government while still being responsive to the unique needs of the diverse Aboriginal community. We look forward to progressing with the government’s identified priorities. We will stay true to our objectives but maintain the flexibility to make adjustments as necessary in response to our stakeholders.

“Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it.”

- H. James Harrington
Strategic Priorities

We have identified four strategic priorities which will be the focus for the next five years. These priorities were determined by closely examining the needs of our stakeholders. They will be subject to an annual validation process and will be used to guide the preparation of annual work plans. The annual work plans will include specific goals and action items as identified on a year-to-year basis. Following each priority is a listing of more specific goals for implementation in the short term.

1) PROGRAM ACCESSIBILITY

CANDO is committed to being a leading national institution that increases Aboriginal capacity and will ensure that programs and services are accessible for EDO’s living in remote and isolated Canadian communities.

CANDO will:

1. Deliver workshops on pertinent economic development-related topics throughout Canada.
2. Redesign the CANDO website and add relevant content, improved reach and navigation, showcase best practices, provide expert presentations, and become the home page of choice for EDOs.
3. Develop a portion of the website with exclusive content for CANDO members.
4. Launch a targeted membership campaign, targeting remote and isolated Aboriginal communities.
5. Recruit, engage and partner with corporate Canada to grow this category of membership.

2) PERFORMANCE MEASUREMENT

CANDO recognizes that adequate performance measurement is a fundamental building block for future growth. Collecting and evaluating relevant data will provide needed insight and the means for CANDO to promptly recognize problem areas and opportunities for improvement. Reports on performance are also valuable to CANDO members and funders.

CANDO will:

1. Determine key organizational performance indicators to be collected and monitored regularly.
2. Routinely survey membership to assess CANDO’s performance.
3. Collect economic data from Aboriginal communities in regards to CANDO’s impact and whether or not needs are met.
4. Conduct a robust review of marketing plan and individual marketing initiatives.
5. Collect and share EDO success stories on a regular basis.

3) CERTIFICATION AND TRAINING

CANDO is proud to have built and maintained the only national EDO certification process in the world. With two designations for EDOs we have recognized the need for basic knowledge as well as career experience. We also recognize opportunity for improvement of our certification process.

CANDO will:

1. Expand certification course offerings to include a five-day and online format.
2. Develop and launch a national marketing campaign focused on increasing the recognition of certification.
3. Partner with National Aboriginal organizations to cross train community members.
4. Review the certification competencies to ensure alignment with the Federal Framework for Aboriginal Economic Development.

4) ORGANIZATIONAL DEVELOPMENT

As we head into our 25th year of operation, we realize that in order to meet the needs of the membership we will need to be flexible and forward thinking. This includes how we govern ourselves and develop internally. We are committed to doing what is best for our stakeholders.

CANDO will:

1. Review board composition and develop a business case for the best structure.
2. Review our committees and structure them to best meet organizational objectives.
3. Will examine the merits of developing a youth-operated student committee.
4. Develop partnerships with aligned organizations.
CANDO in 2016

What might CANDO look like in the year 2016? Let us share our vision with you.

We have achieved the goals detailed in our 2011 – 2016 Strategic Plan and are recognized by our members, funders and other stakeholders as a leading Aboriginal institution focused on meeting the needs of Aboriginal Economic Development Officers.

CANDO develops capacity building programs and is an innovator and international thought leader. We respond to the changing environment and make adjustments to programs and services to keep them current. We have expanded offerings in our traditional markets which reflect the changing nature of the marketplace and the growing emphasis on community asset building.

CANDO has expanded its range of technologies and has taken advantage of the opportunities offered by distance learning. CANDO has strengthened its systems and has addressed the increased demand for capacity development in areas such as land management, business acquisitions and ongoing professional EDO development. Online resources are up to date and available to EDOs across Canada; these include tools, templates and business plans.

CANDO has expanded and refined its competency framework and non-accredited training to address the capacity gap in urban, rural and isolated Aboriginal peoples. The membership has increased in diversity, age range and learning needs and we have been flexible and responsive in addressing these changing circumstances. CANDO has 1,000 members from across Canada.

CANDO has enhanced its ability to raise funds from various sources which will provide better support for EDO’s operating in communities across Canada. New streams of revenue have been established which are the results of a blend of earned revenue, government contribution and in kind donations.

There is a marked change in the economic resilience of Aboriginal economies from coast to coast. CANDO has increased the capacity of communities through the increased capacity of EDOs. Through stronger economies, more Aboriginal people are participating in the mainstream economy.

CANDO has strengthened its systems and has increased demand for online courses and certification. CANDO can quantify and demonstrate the excellent value that its certification offers. CANDO offers leading edge training which enhances EDO’s capacity to do their jobs within Aboriginal communities.
Alignment with the Federal Framework for Aboriginal Economic Development

Since our doors opened in 1990, we have been largely funded by the federal department of Indian and Northern Affairs Canada (INAC). With a long standing financial relationship with the federal government, we recognize the importance of maintaining our alignment with the priorities identified by INAC. We strive to maintain this ongoing relationship with INAC while remaining true to our grassroots nature and we will continue to be responsive to the needs of our membership.

The department is responsible for two mandates, Indian and Inuit Affairs and Northern Development, which together support Canada’s Aboriginal and northern peoples in the pursuit of healthy and sustainable communities and broader economic and social development objectives. ¹

Economic development is an important element in INAC’s mandate. INAC works to increase First Nation, Inuit and Métis participation in the workforce across Canada. This benefits Aboriginal individuals, families, communities, employers and the Canadian economy as a whole. ²

As mentioned in earlier sections, the Aboriginal economic development landscape has changed drastically in the past two decades. Through INAC, the federal government has been responsive to this change in the Aboriginal economic landscape by developing the Federal Framework for Aboriginal Economic Development or also known as the FFAED.

In a speech given in 2009 by Minister Chuck Strahl of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-status Indians, Minister Strahl explains:

This new framework represents a fundamental change in our government’s approach to supporting Aboriginal economic development. It reflects the significant, real, and growing opportunities for Aboriginal people to take an unprecedented step toward becoming full participants in the economy – as entrepreneurs, employers and employees. ³

The government held a series of engagement sessions across Canada. The sessions involved Aboriginal and non-Aboriginal entrepreneurs, provinces and territories, labour groups and professional associations. In particular, the National Aboriginal Economic Development Board was a key external advisor on the Framework. ⁴
The federal framework focuses on four priorities:

1. Strengthening Aboriginal entrepreneurship.
2. Developing Aboriginal human capital.
3. Enhancing the value of Aboriginal assets.
4. Forging new and effective partnerships.

CANDO aligns with the Federal Framework in that we can assist the government in creating business environments that are opportunity ready, that can compete in today's marketplace and we can educate communities on land issues, resource development and improvement in capacity.

We have built our strategic plan with the priorities, goals and outcomes of the FFAED in mind. We will continue to work with the federal government but will work to further develop revenue streams outside of government contribution.

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Strategic Framework

The Strategic Framework below illustrates our fundamental priorities as an organization and the smaller initiatives that lay the ground work. The framework is a picture of our journey together toward our vision for CANDO in 2016.

**PROGRAM ACCESSIBILITY**
- CANDO website
- Members only section
- Unaccredited workshops
- Membership campaign
- Corporate Canada recruitment

**CERTIFICATION AND TRAINING**
- Expanded certification offerings
- Recognition of certification
- Partner with national organizations
- Competency review
- Advertising campaign

**PERFORMANCE MEASURES**
- Performance indicators
- Membership consultation
- Economic impact analysis
- Certification impact analysis
- Community needs assessment
- EDO success stories

**ORGANIZATIONAL DEVELOPMENT**
- Board structure
- Committee
- Partnerships
- Encourage Youth Participation

Success for EDOs and their Communities
CANDO Programs and Services

- Technical Aboriginal Economic Developer (TAED) Certification
- Professional Aboriginal Economic Developer (PAED) Certification
- Training workshops on current topics in Economic Development
- Multi-resource Website
- 16 guidebooks in both French and English
- Journal of Aboriginal Economic Development (JAED)
- (e) Side News monthly electronic newsletter
- N-Side News quarterly newspaper
- Electronic resource library
- Annual national conference
- National Indigenous Economic Education Fund (NIEFF) Scholarships
- National Occupational Classification (NOC)

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www.edo.ca