



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

Community Economic Development Programming

Presentation to:
CANDO

October 7, 2008





Background

- **Community Investment Strategies Branch Budget (Approximately \$93M)**
- **Organization and Resources (Annex A)**
 - 40 staff in HQ
 - Approx 50 staff in regions (Report to Regional Directors General)
- **Current Programming Suite**
 - Community Economic Development Program - \$54M; 527 CEDOs
 - Community Economic Opportunities Program - \$30M; 243 Projects
 - Community Support Services Program - \$8.5M; 51 Projects
 - Aboriginal Workforce Participation Initiative - \$1M; 18 Active Agreements
 - Procurement Strategy for Aboriginal Business - 5,348 Contracts; \$337M



Background

- **Lands now part of sector**
 - Transition work ongoing, link to forward program re-design
- **Designing new Sector Strategies function**
 - Fill key information and intelligence gaps on:
 - Industry sector profiles
 - Community investment characteristics/profiles
 - Key papers on: Tourism; Mining; Clean Energy; Oil and Gas
 - Establish linkages with communities, regions, Major Projects and Business Partnerships



Background

- **Preliminary work on new directions for existing programs**
 - CEDP, CEOP, CSSP – audits, evaluations, data research and analysis ongoing
 - Government wide Strategic Reviews – INAC scheduled for 2009
 - AWPI – discussions/surveys with private sector, key constituents; move from passive employment promotion to active business partnership model
 - PSAB – research underway; move to benefits requirement model, greater private sector participation



Where We Are

- **Need to fully develop and understand the performance story**
 - Anecdotal/Incomplete
 - Formula based – attribution to results difficult
 - Determine links in relation to other public funds (eg HRDC, other areas of INAC)
 - CEDP funding only 20% of total CEDP recipient budgets/revenues (2004-05 CEDP Annual Report)
 - Emphasis on leveraging of other public funding; no measures of private capital leveraging
 - Emphasis on public service capacity; administration and training significant expenditures



Where We Are

- **Developing the Performance Story (continued)**
 - Create links to the activation of resources/assets and wealth generation
 - For alignment/inclusion with new framework
 - Consistent with guiding principles
 - In relation to other proposed programming/investments
 - Difficult to sell/tell the story going forward
 - Make case for new resources
- **Recent CEOP, CSSP and AWPI Audits (2008)**
 - Remedial plan in place until new programming is developed





Initiating a Shift

Since 1993, numerous studies, audits and evaluations have identified consistent issues and recommendations for improvement and redesign

- **Program Objectives**
 - Clearer, focused and measurable
- **Funding**
 - Reconsider formula approach, other elements – amounts, use of funds, leveraging
- **Program Delivery**
 - New approaches – responsive, coordinated, aggregated, segmented
 - Social vs Economic models
- **Definition of a CEDO**
 - Clear definition, role and function
 - Professional accredited services
- **Separation of Business and Politics**
 - Support economic development institutions
- **Performance Measurement/ Results**
 - Clear measures/impacts; reliable and accurate data and systems
 - Horizontal measures
- **Program Management**
 - Improve human resource capacity inside and outside government;
 - Develop modern comptrollership regime



Initiating a Shift

- **Status Quo is not an option - programming needs to be re-thought and modernized**
 - Many lines of evidence, areas requiring redress
 - Broad options - Fall 2008
 - Detailed design - Winter 2008-09





Initiating a Shift

- **What should be the objectives of the new program?**
- **How do we best respond to different communities at different stages of development, need and opportunity?**
- **How do we design programming that helps move communities from funding to financing?**



Initiating a Shift

- **What is the appropriate role for the federal government to play in funding the supply of a public service in economic development? Could this be part of a more comprehensive approach with other government departments?**
- **How should new programming be designed to respond to other notions of community (off reserve); Métis?**
- **How should programming relate to other revenue activities/sources? Development Corporations; Self Government Agreements/Land Claims?**



Next Steps

- **Continue Program Redesign Work**
- **Continue to develop performance story**
 - **What are we getting for \$93M?**
 - **Get beyond activity level to impacts**
 - **Facilitate evidence based discussion (inside and outside INAC)**
 - **Program Evaluation**
 - **Preliminary findings November**



Next Steps

- **Support framework level linkages**
 - **Intra departmental– self government/land claims; lands; north; social assistance; education; infrastructure**
 - **Inter departmental – HRSDC, NRCan, DFO, RDAs, IC**
 - **Inter governmental – willing provinces**



Next Steps

- **Program level discussions with key constituencies**
 - **NAEDB**
 - **NAOs and regional groups**
 - **RPMACs**