



Council for the Advancement of
Native Development Officers

WORKPLAN 2005 – 2008

"BUILDING CAPACITY TO STRENGTHEN ABORIGINAL ECONOMIES"

CANDO

CANDO (Council for the Advancement of Native Development Officers) is a federally registered, non-profit society that is Aboriginal controlled, community based, and membership driven. The organization was formed in 1990 by fifty Aboriginal economic development officers (EDOs) who believed that by creating an organization that addressed their specific needs, their capacity to better serve their communities would be increased. CANDO is overseen by an elected National Board of Directors of EDOs working in the field of Aboriginal economic development, who represent each province and territory (including Nunavut) in Canada. The organization's activities are further supported by the outstanding volunteer commitment on its various committees e.g. CANDO's Standing Committee on Education & Research, which has representation from Universities and Colleges that deliver Aboriginal economic development programming.

CANDO Vision:

For EDOs:

That all Economic Development Officers who work for Aboriginal communities and organizations have access to:

- The information they need
- The training they desire
- Opportunities to network and serve their constituents in the area of economic development.

For Communities:

An Aboriginal economy that is strong, vibrant, competitive and self-sustaining.

For CANDO:

To be the leading authority on Aboriginal community and economic development.

CANDO Mission: Building capacity to strengthen Aboriginal economies.

Management Structures

The CANDO National Board of Directors is made up of regionally elected Economic Development Officers, who are responsible for setting and overseeing CANDO's policies and overall direction. The Executive Committee, elected from and by the Board, assumes a more month-to-month policy role. The Executive Director is responsible for day-to-day management of CANDO and reports to the Board through the Executive.

The EDO and Stronger Aboriginal Economies

The important role the EDO plays in economic development in Aboriginal communities cannot be overstated. Aboriginal peoples have increased control over an expanding land base, and there are rapidly expanding infrastructure needs because of fast population growth. EDOs are responsible for negotiating deals that will dramatically affect each member of the community. Their work may be anything from negotiating oil and gas agreements, to helping entrepreneurs develop good business plans, to promoting local employment and education. An EDO is also often involved in the broader realm of community development, and must have a vision of economic development that is modeled around community values. Ongoing education, training and professional development is essential for EDOs to have the capacity to meet this responsibility.

There are more than 3000 EDOs working in Canadian Aboriginal communities who are separated by vast distances, and who often live in geographically isolated and remote communities. Many EDOs are often the only individual responsible for promoting employment, helping community members draft business plans, negotiating resource and other arrangements with large corporations, and encouraging business development and tourism in their community. All this must occur while balancing the community's cultural and spiritual needs. Most EDOs do their best to meet these demands with little education, and with few accessible resources.

The Three-Year (2005 – 2008) Workplan

The workplan outlined in this document is founded on CANDO's guiding principles (mission and vision), and has been developed with the input of the CANDO Board of Directors, Committee Members, and CANDO staff. Based on CANDO's progress over the last fifteen years, all participants in the development of this guiding document agreed that CANDO should focus its efforts over the next three years in the following three major areas: organizational growth, communication, and sustainability. CANDO's human resource planning process will be revised accordingly, and a management structure that is responsible for each area of this workplan will be instituted.

The workplan we have developed is an ambitious, but realistic description of what we plan to accomplish over the next three years. The document will serve as a guiding resource for all activities undertaken over this time period, and will provide members of the Board of Directors, Committee Members, and CANDO staff with a terms of reference and means of measuring progress. CANDO has also developed a project management approach to its internal operations, and has provided training to its staff and developed tools to facilitate project management in a timely and cost effective manner. Working concurrently and operating strategically, CANDO will capitalize on the existing relationships, and where necessary forge new linkages to achieve the tasks set out in this workplan.

It is our sincere hope that this information provides the Department of Indian Affairs and Northern Development with sufficient background and reason to support CANDO's funding request, as outlined in the enclosed budget.

CANDO Successes and Achievements

CANDO's Certified Aboriginal Economic Developer Process:

- is the **first national certificate program** to be created, developed, and directed by an Aboriginal organization.
- currently has **271 candidates** enrolled, who are representative of all regions of Canada. Thirty-seven candidates have been awarded technician level certification.
- has **five accredited institutions** delivering the Process: Cape Breton University (Nova Scotia), Nunavut Arctic College (Nunavut), Nicola Valley Institute of Technology (British Columbia), Aurora College (Northwest Territories) and Algoma University College (Ontario).

CANDO has participated in numerous **federal and provincial consultations** relating to Aboriginal economic development. e.g. CEDP; Aboriginal Roundtables, CCEDNET, First Nations and Inuit Comprehensive Community Planning Process, Social Economy Policies.

CANDO has hosted **11 national annual conferences** on Aboriginal Economic Development.

CANDO's Guidebook Project will design and develop **16 Guidebooks** that will provide Economic Development Officers tools and resources in a variety of areas to provide guidance and tools. Developing Guidebooks reflect the curriculum requirements of 15 of the Competencies within the Certified Aboriginal Economic Developer Process - Technician Level because these are the ones EDOs identified as being key components in their jobs.

CANDO's **Technology for Economic Capacity Project** provided 406 EDOs in Western Canada with computer hardware, software and training that provided them with the tools to more effectively meet the demands of their jobs, and set the stage for an Internet network of EDOs.

CANDO completed the Connecting Aboriginal Economic Developers (CAED) Project, which enables CANDO to provide email and file-sharing services over low bandwidth Internet connections to members.

CANDO has been successful in attracting and retaining the **volunteer services** of a talented and dedicated group of educators in the field of Aboriginal economic development (Standing Committee on Education and Research); and CANDO's Board of Directors, who are representative of the EDOs in their region who are doing cutting-edge work in the field of Aboriginal economic development.

CANDO publishes the **Journal of Aboriginal Economic Development** which is Canada's only periodical devoted to the study of Aboriginal Economic Development.

CANDO has been successful in establishing **external partnerships with corporate Canada** across a multitude of sectors, including: the Royal Bank of Canada, ScotiaBank, Xerox, TransCanada, Economic Developers Association of Canada, Peace Hills Trust, Atlantic Canada Opportunities Agency, Joint Economic Development Initiative, Duke Energy, Meyers, Norris and Penny, Aboriginal Financial Officers Association of Canada, CESO Aboriginal Services, Donna Cona, First Nations Bank of Canada, Grant Thornton LLP, National Aboriginal Capital Corporation Association and KPMG.

CANDO has been successful in establishing **partnerships with a number of post-secondary institutions**, including University of New Brunswick, Nicola Valley Institute of Technology, Cape Breton University, Nunavut Arctic College, Athabasca University, Simon Fraser University, University of Saskatchewan, First Nations University of Canada, Trent University, University of Alberta, University of Manitoba, Dalhousie University, Aurora College, Algoma University College, Saskatchewan Indian Institute of Technology and Concordia University.

CANDO has reviewed, updated, and vetted all of its **governance policies**, and has had them approved by CANDO membership at Annual General Meetings.

CANDO 2005 – 2008 WORKPLAN STRATEGIES AND ACTION PLANS

ORGANIZATIONAL GROWTH

CONTEXT	CANDO will strive to be the leading national organization with the capacity to devote its activities to strengthening Aboriginal economies.
PRINCIPLES	<p>CANDO will continue to communicate with all stakeholders.</p> <p>CANDO will combine traditional and contemporary knowledge to complement organizational growth.</p> <p>CANDO will continue to establish and build partnerships that benefit the organization.</p> <p>CANDO will continue to be transparent, accountable and respectful to all stakeholders.</p>

ACTION PLANS

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Develop and implement a new approach to expand and improve benefits to existing and new members	<p>Increase services by expanding the Website, Journals, Guidebooks, Newsletters (N-Side, (e) Side, C-Side).</p> <p>Introduce new member benefits.</p> <p>Include sector success stories – icons.</p> <p>Sharing of project and other information.</p>	Y1 – Y3 Ongoing	CANDO Office		<p>Increase in membership</p> <p>New benefits to membership</p> <p>Member success stories</p> <p>Survey members on what they require</p> <p>Enhance member login section (discussion board, chat) Member benefits strategy</p>

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Recommission all relevant CANDO Committees	Refine Terms of Reference for all CANDO committees including roles & responsibilities, protocols, processes and reporting mechanisms. Utilize and retain human resource expertise to get maximum benefits.	6 mo – Y1 Ongoing	CANDO Office		Terms of reference in place All committees and structures reviewed List and utilization of resource expertise
Move the office and/or head office to on-reserve location. Hold Board meetings and conferences in Aboriginal communities where possible. Purchase supplies / services from Aboriginal owned businesses when possible.	Relocate the head office to an on-reserve location. Procure services from Aboriginal owned businesses and organizations.	Y1 – Y2 Y1, Y2, Y3 Ongoing Y1, Y2, Y3	CANDO Office to explore options CANDO Office		Options presented Head office moved to on-reserve location Procurement of services from Aboriginal businesses. More contracts with Aboriginal businesses.

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Human Resources Planning	Develop Aboriginal recruitment and retention strategy	Y1	CANDO Office Ongoing		Maintain and increase Aboriginal employment and staff
	Review and improve benefits plan.	Y2	ED Board		Implement appropriate staff benefit plan
	Review and update organizational chart annually.	Y1, Y2, Y3	ED Board		Review and update job descriptions, and all HR policies and procedures (e.g. roles and responsibilities)
	Enhance Staff and Board development	Y1 Ongoing	Staff ED Board		Staff development plan (e.g. training plans and retreat) Implement training plans
	Design Reward and Recognition Process	Y2 Ongoing	Staff ED Board		Introduce a reward and recognition process for Board, Staff and Volunteers

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Expand programs and services	Maintain current programs (i.e. community / EDO needs) and explore new programs and services (i.e. youth and mentorship).	Y1 – Y3	CANDO Office		Maintain and expand current programs and introduce new programs.
	Work with current CED enrollment to increase numbers graduating.	Y1, Y2, Y3	CANDO Office		Numbers have increased.
	Increase enrollment in CED process through student recruitment and partnerships with post-secondary institutions including French post-secondary institutions.	Y1, Y2, Y3	CANDO Office		Current and inactive participants contacted.
	Enhance learning opportunities.	Y2	CANDO Office		Deliver a minimum of 3 regional training workshops in Y2.
	Increase number of accredited post-secondary institutions to deliver CED process.	Y3	CANDO Office		Accredit one new program annually.
	Capitalize on research opportunities, including international venues.	Y2	CANDO Office		Increased research funding, enhanced opportunities for CANDO members.

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Expand programs and services (con't)	Provide networking opportunities to membership.	Y2, Y3	CANDO Office		Website discussion boards with web-based accessible tools for members.
	Work collaboratively with similar organizations and associations.	Y1, Y2, Y3	CANDO Office		National Annual Aboriginal Organizations collaboration meeting.
	Develop an articulation agreement covering a majority of the Technician level competencies.	Y2	CANDO Office		Signed articulation agreements.
	Provide workshops and training for profit	Y2, Y3	CANDO Office		Increase profits from workshops. Also develop list of workshops.

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Maintain and enhance annual conference	Increase attendance Ensure relevant speakers and topics	Y1, Y2, Y3	Conference Committee		More profitable conferences
	Corporate sponsored Hospitality Suite				Maintain existing sponsors and acquire new sponsors
	Increase Sponsor and Stakeholder involvement				Start process in April each year.
	Review and enhance conference coordination and logistics (i.e. theme, logo, agenda, registration, early-bird flyers to build awareness).	Start process in Feb '05	Conference Committee		Earlier finalization of agenda and topics. Flyer are out by March '05 and early-bird registrations increased.
	Enhance the Awards process. Introduce or explore new Awards.	Start process in Apr '05	Conference Committee Board		Each board member submits 2 nominations no later than July of each year.
	Increase participation and organization of AGM.	By Oct '05	ED Board		Increased participation and unity at AGM.
	Promote more professional environment at AGM.				Draft Annual Report to Board by September conference call.
	Consider an independent Chairperson for the AGM.				

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Maintain and enhance annual conference (con't)	Bilingual translation of Annual Report.	By October	Staff ED Board		Available for AGM
	Preliminary discussion amongst Board to fully prepare for AGM, in person or via conference call.	September	ED Board		Unified Board fully prepared for AGM
CANDO to be more visible in the community presence	Exposure of CANDO at community level Site visits of educational advisors	Y1 Ongoing	Staff ED Board		Increased presence of CANDO in the community.

COMMUNICATION

CONTEXT	<ul style="list-style-type: none"> CANDO as a national organization will communicate with its stakeholders to ensure it's programs and services are applicable.
PRINCIPLES	<ul style="list-style-type: none"> CANDO's priority is communication with its membership. CANDO will develop an effective communication strategy. CANDO will continue to establish and build partnerships with relevant stakeholders. CANDO will focus on membership satisfaction with ISO 9000 standard of service. CANDO will continue to be a progressive and professional organization. CANDO will continue to maintain/improve the perception of the organization by its stakeholders.

ACTION PLANS

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Refresh public image	Develop and implement a marketing plan Develop a new CANDO branding strategy Find dollars to hire a marketer	Y1 Ongoing	CANDO Office Board approval		Marketing Plan developed and implemented
External Information Flow including bilingualism	Increase and enhance appropriate mechanisms and mediums	Immediate to Y3	ED Staff Board		4 Issues - N-side News 11 Issues – (e) Side News Journal published every 9 months Website maintained and updated monthly

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
External Information Flow including bilingualism (con't)	Find funding	Y2, Y3	CANDO Office		Hire appropriate staff
	Develop, maintain and communicate relevant policies as needed.				
	Develop position papers on government policies, initiatives and programs.	Y3	CANDO Office		Position papers posted on website.
Improve internal communications	Clarify roles and responsibilities	Immediate to Y3	Staff ED Committees Executive Board		Improved ED report based upon outputs and measured against Workplan activities.
Document CANDO history	Compile past information including Annual Reports, Conferences, and Board, Staff, and Membership lists and other information.	Y1	CANDO Staff		History compiled

SUSTAINABILITY

CONTEXT	CANDO will work towards becoming a self-sustaining organization.
PRINCIPLES	CANDO will have policies and procedures that support sustainability.

ACTION PLANS

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Enhance governance procedures and processes.	Review, revise and implement policies and procedures on an annual basis.	Y1 Ongoing	ED Board		Working towards ISO Standards by having proper policies and procedures in place that meet or exceed these standards.
	Review and update by-laws every three years	Y1 Y3 Ongoing	ED Board Members		Member approval of revised by-laws at AGM
	Review and revise CANDO Workplan annually.	Y1 Y2 Y3	Staff ED Board		Staff review and update Board approval
	Produce new updated Workplan every 3 years	Y3	ED Board		Board approval.
	Board training	Y1, Y2, Y3	Board		One annual face to face meeting will have at least one day dedicated to board development / team building.

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Financial Stability	Increase sources of revenue	Y1, Y2, Y3	CANDO Office Board		Increase financial reserves by a minimum of 5% per annum. Develop Resource Centre into profit center. Improve conference / planning coordination – yearly profits.
	Operationalize NIEEF	Y2	ED Directors		Increase funds and implement fundraising campaign.
	Increase membership fees Increase certification process fees	Y1 Ongoing	All		Based upon enhanced member benefits Increased number of members Allocation of fees to self-reliant activities e.g. conference stakeholder fees
	Administer government “EDO” programs on a fee for service- basis.	Y2, Y3	Staff ED Board		New fee for service contracts.

WHAT	HOW	WHEN	WHO	COST	MEASUREMENT
Financial Stability (con't)	Commercialize N-Side and E-Side as a revenue generator	Y1, Y2, Y3	Staff ED		Advertising revenue increased
	Identify and market CANDO's expertise	Y2, Y3	Staff		New fee for service contracts