



**NATIONAL LEADER IN
INDIGENOUS COMMUNITY ECONOMIC DEVELOPMENT**

Written Submission for the Pre- Budget Consultations in Advance of the Upcoming Federal Budget

**By: Council for the Advancement of Native
Development Officers (CANDO)**



Recommendations

- **Recommendation 1:** That the federal government partner with CANDO and provide funding that empowers the organization to enhance capacity within Indigenous communities across Canada to participate meaningfully in resource development projects.
- **Recommendation 2:** That the federal government partner with CANDO and provide funding that enables CANDO to revitalize and renew its programming and supports available for those who lead economic development planning within Indigenous Communities.
- **Recommendation 3:** That the federal government partner with CANDO and provide funding that enables the organization to hire staff who can help Indigenous communities across Canada better navigate and access available federal funding, procurement, financing, training opportunities, as well as other programs relevant to Indigenous economic development, as they emerge.
- **Recommendation 4:** That the federal government include within its support for CANDO necessary funding for business case planning and development, enabling CANDO to execute a long-term, sustainable business model.



2021 Federal Budget Submission

The **Council for the Advancement of Native Development Officers** (Cando) has been the voice for Indigenous Community Economic Development for over 25 years. Cando represents over 400 Indigenous Economic Development Officers (EDOs) of First Nations, Inuit, and Metis groups from every province and territory across Canada. Cando is unique because it is the only national organization that focuses on education and professional development for EDOs working in Indigenous communities and organizations. Our members are employed in a variety of positions related to community economic development including as full-time and part-time EDOs, Inuit and Innu Community Economic Development Organizations; Indigenous Capital Corporations; Community Futures Organizations; Indigenous banking institutions; and all levels of government.

Cando's Mission is to strengthen Indigenous economies by providing capacity-building programs and services to EDOs. The very essence of a *Cando certified EDO* is to work with the community's leadership to create a vision for the community and then use their skills in strategic and business planning, lands management, and more to create an economy which will support that very vision.

2021 and Beyond – Capturing New Opportunities, Fueling Success

Despite the best efforts of many Indigenous peoples and many positive steps forward from all levels of governments to empower Indigenous self-determination and advance reconciliation; much work remains. Closing the gap and bringing employment and economic parity between Indigenous and non-Indigenous peoples will fuel Indigenous communities with the resources and capacity needed to fully capture all of the opportunities emerging in this era of growing reconciliation – not to mention benefitting the Canadian economy as a whole by as much as \$28 billion annually and providing a growing young workforce to Canada's aging labour population.¹

Opportunities for Indigenous economic development are emerging and changing rapidly. New opportunities to meaningfully participate in, and benefit from, resource and major development projects emerge daily. There are a growing number of joint venture partnership opportunities between First Nations, Inuit and Metis, and large businesses seeking to work on projects in their territories. Meanwhile First Nations are increasingly leveraging opportunities to develop urban reserves and other urban-Indigenous economic development zones; enabled in many cases by Treaty Land Entitlement and Land Claim agreements. More municipalities are seeking closer relationships with Indigenous neighbours and cooperate on development opportunities and planning. In addition, Procurement opportunities increasingly aim to better include Indigenous-led businesses. The list of meaningful opportunities to change the economic trajectory of Indigenous peoples in Canada continues to reach new heights.

¹ 2019 Indigenous Economic Progress Report, National Indigenous Economic Development Board



The Challenge

Sometimes forgotten within the context of these opportunities are the capacity challenges faced by Indigenous governments and administrations. Indigenous governments are consumed with efforts to draw down jurisdiction, exercise self-governance, address systemic social challenges, reform social programs from housing and education to child welfare delivery; rejuvenate languages and cultures and much more. As a result, Economic Development Officers (EDOs) are increasingly relied on to guide communities towards economic success and navigate a growing complexity of challenges and opportunities.

A typical EDO is responsible, first and foremost, for developing, maintaining, and evolving strategic economic plans for their communities. They work with and support Indigenous businesses, support government land-use and development plans, work to attract jobs and investment, and coordinate community business ventures. EDOs must understand and navigate political processes, and lead engagements with politicians, elders, and community members. And they must maintain a sound administrative and organizational system, develop budgets and cash flow projections, and leverage latest business planning approaches and systems.

On top of these core duties, EDOs also lead in their communities when major resource and development opportunities come knocking. They provide necessary support and participate in processes surrounding the Duty to Consult and Accommodate, and the development of Impact Benefit Agreements. EDOs are at the front-lines of discussions related to benefit and revenue sharing agreements surrounding major natural resource projects. They participate in land claim and other negotiations over past grievances with the Crown and develop plans to utilize and leverage settlements. In addition, EDOs are tasked with leading as Indigenous communities pursue urban developments and urban reserves.

EDOs also regularly take on duties and volunteer roles in areas including emergency preparedness and response, general government administration, and anything else required by their communities.

They do this work and more at a typically average starting salary of \$40,000.00; based on a formula and does not recognize the unique circumstances of different communities. Capable people in these positions are difficult to attract, are often scooped up by larger companies offering higher salaries and benefits, and ultimately many individuals in these roles lack the experience and expertise necessary to navigate and capture the challenges and opportunities that communities face.



CANDO's 2021 Federal Budget Request – Project Economic Reconciliation

CANDO is seeking an investment of \$4,560,600 for a 3-year initiative aimed to leverage our organization's unique strengths and provide capacity for Indigenous communities across Canada to achieve economic success for the long-term.

CANDO is uniquely positioned – with over 25 years of experience, a track record of successfully managing government funding, and a national reach – to elevate our capabilities to support Indigenous economic development and create greater capacity in Indigenous communities across Canada to capture opportunities before them. This project will aim to provide CANDO with the necessary resources and capacities to provide a renewed suite of elite, certified, nationally accessible training, capacity building and support programs.

The design and delivery of this three-year project will enable CANDO to move forward with this programming for the long-term on a self-sustaining business model.

This Project is founded on four key pillars:

1) Capacity Building for Major Projects

Development of a new curriculum, training and national certification program that equips Indigenous EDOs with the skills and capacity necessary to participate in meaningful Crown-Indigenous Consultations. This would include support to meaningfully assess impacts to communities, Aboriginal and Treaty Rights with respect to proposed projects, as well as the tools and skills necessary to negotiate specific impact benefit agreements and broad agreements with respect to long-term benefit and revenue sharing where applicable.

Training will be made available at national and regional conferences, as well as on-demand when requested by communities in cases of heightened urgency or rapidly emerging opportunities.

This national capacity building will be of increasing importance, as the federal government moves forward with platform and mandate letter commitments regarding the creation of a national benefits-sharing framework and the introduction of federal legislation on the UN Declaration of Rights of Indigenous Peoples.



2) Capacity Building for Economic Development Planning

Development of revitalized curriculums, training and national certification programs with respect to economic development planning and new business opportunities. Training will be made available at national and regional conferences, as well as on-demand when requested by communities in cases of heightened urgency or rapidly emerging opportunities. CANDO experts will engage with academia, industry, and leading organizations that support Indigenous and municipal land use and development planning. CANDO's training and support programming will help Indigenous communities interested in:

- 1) Long-term community development planning.
- 2) Joint economic development planning with neighbouring municipalities.
- 3) Urban reserve planning and development.
- 4) Urban Indigenous economic zone planning and development (non-reserve).
- 5) Community joint-venture business partnerships.
- 6) Attracting national and international investments / access to capital.

Funding for this project Pillar will also support CANDO as it assumes greater responsibility with respect to the [Community Economic Development Initiative](#) (CEDI) program. CEDI has partnered First Nations with neighbouring municipalities since 2012 with a goal of developing joint plans and strategies for economic development and address regional issues. The program is a tremendous opportunity for reconciliation, relationship building, and the sharing of knowledge and expertise. It is always over-prescribed, with more First Nations and Municipalities seeking to participate than the program is able to support.

3) Capacity Building within CANDO – Opportunity Promoters

Funding associated with this pillar will provide CANDO with the capacity necessary to serve as an intermediary between federal departments, Indigenous communities and Indigenous businesses; while effectively promoting opportunities for Indigenous economic and business development.

CANDO meets regularly with officials from federal departments, including but not limited to: Canada's Economic Development Agencies, Natural Resources Canada, Environment Canada, Heritage Canada, and Public Services and Procurement Canada. Over the past year, these meetings have highlighted the growing mandates that Departments have to support Indigenous communities and businesses, and help grow Canada's Indigenous economy. CANDO is regularly sought to serve as a conduit of



information between federal departments and Indigenous communities and as liaison of information about available government programs, initiatives, departmental consultations, and more. Departments also often look to leverage CANDO's extensive network of EDO and Indigenous business contacts to seek Indigenous business participation in various government initiatives.

Unfortunately, CANDO currently lacks the internal resources necessary to comprehensively carry out this time-consuming and demanding role. Given the organization's national reach and direct connections to EDOs in over 400 Indigenous communities across Canada, CANDO is well-positioned however to serve as a true economic development liaison between the federal government, provincial governments, and Indigenous businesses and communities.

Funding for this Pillar would empower CANDO to employ a full-time designated government-Indigenous liaison that can be a primary point of contact for federal, provincial and Indigenous governments as well as Indigenous businesses to share valuable information. CANDO would work through EDOs, governments, and its other networks to provide information as necessary to communities and Indigenous businesses. A support staff person / communications lead would help with packaging the constant inflow of information into regular newsletters, other electronic notices and bulletins, and a highly increased presence on social media.

The communications lead would also assist with heavily promoting on social media promising and successful projects involving partnerships between Indigenous communities and governments; as well as promoting job and business opportunities to Indigenous.

Lastly, funding would support a full-time procurement promoter at CANDO, who can provide information and support for Indigenous EDOs and businesses across Canada. A primary contact for PSPC and Indigenous businesses and communities; CANDO's procurement promoter will send daily federal procurement opportunity updates to contacts across Canada, and be available to answer questions and provide support to Indigenous businesses seeking to navigate the federal procurement landscape as necessary. This will not only support economic opportunities for Indigenous businesses – but will also help support the federal government in the effective implementation of its ongoing efforts to modernize Indigenous procurement.

All of these positions will be Ottawa-based, offering CANDO's opportunity promoters with the ability to engage directly and regularly with federal departmental counterparts, participate in departmental consultations and information sessions, and closely track opportunities and challenges emerging from the federal government.



4) Business Case Development

CANDO's capacity building programs and services proposed in this 3-year project will be of significant value over the long-term for Indigenous and non-Indigenous businesses, other project proponents, Indigenous governments and administrations, provincial governments, the federal government, and other national Indigenous organizations. As such, it is CANDO's goal to utilize this project funding from Budget 2021 to engage professional services in the development of a sustainable business model, so that reliance on government funding ends by the conclusion of year-3. Services can be made available on-demand and at a reasonable cost to ensure that necessary training, capacity-building and support is there when needed to support economic opportunities as they emerge across Canada.



Project Budget

Capacity Building for Major Projects

	Year 1	Year 2	Year 3	Total
Total	\$445,000	\$515,000	\$480,000	\$1,440,000

Capacity Building for Economic Development Planning

Funding Description	Year 1	Year 2	Year 3	Total
Total	\$500,000	\$615,000	\$555,000	\$1,670,000

Capacity Building within CANDO – Opportunity Promoters

Funding Description	Year 1	Year 2	Year 3	Total
Total	\$248,500	\$248,500	\$248,500	\$745,500

Conferences

Funding Description	Year 1	Year 2	Year 3	Total
National Conference	N/A	\$400,000	N/A	\$400,000
Regional Conferences	N/A	N/A	\$180,000	\$180,000
Total	N/A	\$400,000	\$180,000	\$580,000

**CANDOs 2022 National Conference will be designed to unveil and launch new training programs and supports associated with this project.*

**Regional conferences in 2023 will be designed to provide training courses in areas determined to be of high unmet need at a cost of \$60,000 each for three conferences*

Business Case / Business Plan Development

Funding Description	Year 1	Year 2	Year 3	Total
Total	\$25,000	\$50,000	\$50,000	\$125,000

Total Project Costs

Project Pillar	Year 1	Year 2	Year 3	Total
Capacity Building for Major Projects	\$445,000	\$515,000	\$480,000	\$1,440,000
Capacity Building for Economic Development Planning	\$500,000	\$615,000	\$555,000	\$1,670,000
CANDO Opportunity Promoters	\$248,500	\$248,500	\$248,600	\$745,500
Conferences	N/A	\$400,000	\$180,000	\$580,000
Business Case / Business Plan Development	\$25,000	\$50,000	\$50,000	\$125,000
Total	\$1,218,500	\$1,828,500	\$1,513,600	\$4,560,600