

2002-2003 Annual Report

Table of Contents

The Art of Building Capacity	3
Co-Presidents' Message.....	4
Membership Services & Community Relations	6
What sets the scope.....	6
What we've accomplished.....	6
What we're still working on.....	7
Education & Certification.....	9
What sets the scope.....	9
What we've accomplished.....	9
What we're still working on.....	10
Advocacy, Research and Policy.....	12
What sets the scope.....	12
What we've accomplished.....	12
What we're still working on.....	13
Finance & Administration.....	15
What sets the Scope.....	15
What we've accomplished.....	15
What we're still working on.....	16
Board of Directors.....	17
CANDO Committees.....	17
CANDO Staff.....	18
Financial Statements.....	19
1. SUMMARY OF OPERATIONS.....	24
2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES.....	24
3. SUMMARY OF CHANGES IN ACCOUNTING POLICIES.....	25
Our Mission	27
Our Vision.....	27
for EDOS.....	27
for Communities.....	27
for CANDO.....	27
Our Objectives	28

The Art of Building Capacity

CANDO's mission is "building capacity to strengthen Aboriginal economies." After many years in this field, we certainly understand that building capacity is an art ...one that we've worked very hard to be successful at! We've chosen to use "The Art of Building Capacity" as the theme for this annual report and we hope you enjoy reading about our "artistic" efforts and accomplishments during the 2002 — 2003 fiscal year.

Our cover photo, along with the back cover photo, was taken at the 6th tri-annual World Indigenous Peoples Conference on Education (WIPCE) held in Stoney Park, on the Nakoda Nation, near Morley, Alberta. WIPCE is the coming together of the youth, youthless (in-betweens), and Elders of the World's Indigenous Peoples, according to its founder, Dr. Verna J. Kirkness. It took place in August of 2002, and a number of CANDO staff attended as delegates, and delivered a presentation on our education activities.

The photos represent the inspiration, respect, humor, honesty, and courage we experience in many individuals and organizations across this country while attending events and hosting our own. These qualities and values are essential to building relationships for successful Aboriginal community economic development, and we want to thank everyone working in the field for making a difference in their communities and connecting to Indigenous people around the world.

Building Capacity to Strengthen Aboriginal Economies

Co-Presidents' Message

We have had another successful year! The CANDO Board, Executive, Staff, Sponsors, Stakeholders, Friends and Membership have been supporting the development of positive economic change in Canada for the last 12 years. We are proud to deliver valuable resources to people working in Aboriginal community economic development. Our programs, services and resources are intended to encourage unity and growth for all professionals working in Aboriginal communities across Canada.

As a leader in the field of Aboriginal community economic development, we appreciate the positive feedback and participation received from delegates attending our annual national conference and other events; individuals serving on our volunteer committees; Certification candidates; and members. This input provides the Board and staff with the momentum and information to continue fulfilling our mission and vision.

Our 2002-2005 workplan reaffirms that membership is the primary constituency CANDO serves. Last year we developed a policy, advocacy, and research area to respond to issues at a national level. Within this new service area, we developed and submitted our response to 'Canada's Innovation Strategy', discussion papers directed by two different government departments — Knowledge Matters by Human Resources Development Canada, and Achieving Excellence by Industry Canada.

We continue to work towards increased sustainability of CANDO with emphasis on the Certified Aboriginal Economic Developer Process. We acknowledge and appreciate the time given to us by Ministers and other government representatives on the important issue of finding support for this ongoing initiative.

A heartfelt appreciation goes to Indian and Northern Affairs Canada (INAC) for their continued core support to CANDO, and Human Resources Development Canada's (HRDC) Office of Learning Technologies for their support towards CANDO's Gateway to Learning Project. Thanks also goes to Western Economic Diversification (WED) for support for the Connecting Aboriginal Economic Developers Project. We are now realizing our dream of developing and delivering an online orientation to the Certified Aboriginal Economic Developer Process, delivering online support to our membership, and facilitating an online mentorship program that will match experienced EDOs up with Aboriginal youth and new practitioners.

There has been significant progress in Aboriginal community economic development since the inception of the CANDO National Conference in 1994. The growth and popularity of this event was demonstrated with the 9th Annual National Conference & AGM 'Navigation: Directions for Development' being a sold-out event! It was the most successful conference in our organization's history, and for the first time our conference host community was a Métis organization. The Métis Nation of Alberta provided a unique contribution to our conference, and we will continue this tradition by reaching out

to different regions and showcasing other Aboriginal communities and organizations who are strengthening Aboriginal economies.

Looking towards the future, as an organization that is increasingly reliant on project-based funding, we will strive to ensure that CANDO attracts and retains the human resources needed for the delivery of all services and activities outlined in our workplan. We will maintain full and transparent reporting, internally and externally, to all funding sources and our membership.

As Co-Presidents reflecting on this year's journey, we appreciate the contribution of the funders, partners, volunteers, certification candidates, stakeholders and Aboriginal leadership that has enabled us to continue the unique work CANDO does. Most importantly we appreciate our Membership, as you are the substance and the reason for CANDO.

Geri Collins and Ray Wanuch

Membership Services & Community Relations

What sets the scope...

People working in Aboriginal community economic development require networking and information sharing opportunities to learn from others who have been successful in strengthening their communities. As a national organization it is important that CANDO capitalize on existing relationships and develop new ones. Throughout the year, staff, executive and board members have met with many individuals from all across Canada and learned about their issues, successes, and the diversity of their communities. We also heard about the visions they have for themselves and their communities.

What we've accomplished...

- Generated a current membership of 327, divided into 209 Full, 77 associate, 39 organization, and 2 student memberships. This is an increase of over 33% from 2001 – 2002.
- Completed a membership services survey, talking to 30 members in 10 different provinces / territories. Used the results to generate a membership services strategic plan, that includes a SWOTS analysis of current membership benefits and comparison to competitors, and a membership recruitment plan.
- Hosted the 9th Annual National Conference and AGM in partnership with the Métis Nation of Alberta; welcoming 421 delegates who attended 40 workshop sessions delivered by 65 speakers and visited 33 trade booth exhibits.
- Held our annual general meeting at the Canadian Native Friendship Centre in Edmonton, hosting 70 members who reviewed CANDO's audited financial statements, passed the recommended revisions to CANDO's bylaws, and voted on and selected an auditor for 2002 – 2004. Voted on the revised distribution of board member seats with the result that Atlantic Canada and British Columbia now have two seats each. Passed a motion that demonstrated the membership's support of CANDO's efforts to seek additional resources to maintain and expand the Certified Aboriginal Economic Developer Process.
- Introduced a new award category to recognize Individual Economic Developer of the Year winners, in addition to our current practice of recognizing Business / Community Economic Developer of the Year. After a careful review and evaluation of many submissions, the conference committee selected two nominees for each award. Chief Sophie Pierre of St. Mary's Indian Band and Paul Bercier of the Métis Nation of Alberta were the nominees for the Individual awards, while the Siksika Resource Development Corporation from Alberta and the Aboriginal

Business Development Centre from Prince George, British Columbia were nominated for the Business / Community category.

- Launched a new CANDO website, with a design that provides easy accessibility to members with all levels of connectivity speed.
- Provided CANDO members with CANDO e-mail addresses (@edo.ca), which can be accessed through any computer terminal in the world with an Internet connection.
- Developed the CANDO Extranet for members to login to create, manage and share Microsoft Office 2000 files for collaboration during committee work or for coaching, networking and mentoring purposes.
- Changed from a newsletter to a newspaper format, generating overwhelming positive feedback from membership. CANDO's N-Side News is a newspaper that focuses on CANDO activities and success stories on Aboriginal community economic development. We produced three CANDO N-Side News newspapers, April 2002, June 2002 and January/February 2003.
- Exhibited CANDO's Trade Booth at the Indigenous Leadership Conference, Blueprint for the Future, Interprovincial Association on Native Employment, and AFN Nexus.
- Obtained financial support from Indian and Northern Affairs Canada (INAC) and Aboriginal Business Canada to hold a planning session and develop an International Operational Plan. As a result, developed the International Committee Terms of Reference, Operational Plan and a Draft Funding Proposal. Also met with different stakeholder groups interested in international activity to build working relationships.
- Produced the Aboriginal Education Opportunities Manual 2002 – 2003, listing 367 post secondary educational opportunities.
- Assisted the Department of Foreign Affairs and International Trade (DFAIT) to distribute the newly launched Aboriginal Exporters' Directory to the CANDO membership.
- Developed membership engagement strategy for the guidebooks committee.

What we're still working on...

- Leveraging the significant contribution made by Western Economic Diversification in order to provide similar e-mail and extranet services throughout

Canada. Currently working on proposals, and looking for funding partners at the regional development agency level.

- Implementing membership recruitment plan in order to increase membership by 10% each year.
- Engaging the Membership Committee to review and implement a membership benefit program, deal with member issues raised at AGMs, and review and set membership fees and categories.
- Obtaining funding to support the work of the international committee, and implement the operational plan.

Education & Certification

What sets the scope...

CANDO has developed the Certified Aboriginal Economic Developer Technician and Professional Designation Process and must now establish it, through a concentrated implementation process, as the premiere professional designation for anyone working in Aboriginal community economic development. Further, as all educational activities are funded on a project-by-project basis, CANDO must work towards increased sustainability by delivering additional education and training services only when they are adequately funded.

What we've accomplished...

- Graduated a total of 31 Technician Level Candidates, and our first two Professional Level Candidates!
- Accredited Aurora College's Management Studies Diploma Program, Community Economic Development (CED) Option, as meeting the requirements of the Technician Level of the Certified Aboriginal Economic Developer Process. CANDO now has a total of 4 accredited programs.
- Responded to 75 general inquiries about the certification process, registered 84 new Technician Level candidates, performed 65 transcript reviews and assisted 10 candidates to prepare individual assessment to demonstrate prior learning.
- Participated in the Kivalliq Regional CEDO (Community Economic Development Officer) Conference & Training Session held in Arviat, Nunavut. CANDO provided an overview of CANDO's services with a focus on certification. As a result, four new candidates were enrolled and counselling sessions provided to three existing candidates.
- Attended the Nunavut Economic Developers Association (NEDA) conference in Cambridge Bay, Nunavut. While at the conference, the Education and HR Manager and Learning Advisor facilitated an information session about the Certified Aboriginal Economic Developer process and provided the 15 participants with Certification Program materials.
- Performed course reviews for 16 post secondary institutions / community based training organizations to determine which of their courses met the Technician Level competencies within the certification process.
- Delivered three regional training workshops and experienced a dramatic increase in certification participation as a result. Participants left the training feeling more

connected to their colleagues, with an in-depth understanding of their current competence in the field of Aboriginal community economic development, the relevance of the competency areas to their regional perspective, and individual goals for future activities based upon well-developed certification, assessment and learning plans. With the generous assistance of our first host-community partner, dāna Näye Ventures, we delivered two pilot sessions in Whitehorse, Yukon. In collaboration with Atlantic Aboriginal Economic Developers Network (AAEDN) and Atlantic Policy Congress (APC), we also delivered a regional training workshop to Atlantic EDOs in Dartmouth, NS. As a result we generated 16 new candidates, and assisted the Atlantic Policy Congress to deliver a course in Aboriginal Business Law and Policy to fulfill one of the Technician Level competencies.

- Finalized the guidelines for professional level certification and developed a variety of templates to streamline the administrative and assessment processes for certification.
- Launched the Gateway to Learning Pilot, with funding support from Human Resources Development Canada (HRDC) Office of Learning Technologies. A total of 36 participants from eight provinces, the NWT and Nunavut participated in a 6 week multi-faceted learning experience and worked through the Gateway to Learning CD-ROM, the Orientation to the Occupation Guidebook and the Gateway to Competency Guidebook. As a result of the pilot, 11 new candidates enrolled in the certification process while another nine existing candidates were encouraged to complete specific tasks towards becoming certified.

What we're still working on...

- Ensuring the sustainability of certification and education activities of CANDO. This includes developing and submitting proposals to a variety of provincial, regional and national funding agencies to generate the core support necessary to operate the activities in a sustainable manner.
- Finalizing both of the logos to be used by graduates of the Technician and Professional levels of the certification process. Developing and implementing a communication strategy to deploy the logos.
- Securing final approval from Certification Program Committee and CANDO Board of Directors for maintenance of certification standards.
- Developing a process to undertake an educational program evaluation of the certification process and obtaining appropriate funding for it.
- Obtaining funding to deliver professional assessor training to the members of our volunteer committees working to support the certification process. This includes

PLA Committee, Certification Committee and Accreditation Committee.

- Partnering with host communities and organizations across the country to deliver regional training workshops to orient people to the occupation and the certification process. Possibilities include:
 - Denendeh Development Corporation (DDC), NWT. DDC has been promoting CANDO and certification throughout the NWT we appreciate their efforts on our behalf.
 - Prince Albert Grand Council, Saskatchewan.
 - Gitksan Government Commission / Gitksan Wetsuweten Development Corporation, Prince George Nechako Aboriginal Employment and Training Association, Tribal Investments Development Corporation, Nadina Community Futures Development Corporation, and Burns Lake Native Development Corporation, all in British Columbia.
 - Access Centre for Native Business and Waubetek Aboriginal Financial Institution, Ontario.
 - Nunavut Economic Developers Association and Department of Sustainable Development / Government of Nunavut, Nunavut.
- Completing the final year of the Gateway to Learning Project, building on the results of the pilot with a second learning opportunity and developing and implementing an online mentorship framework.
- Developing a relationship with Junior Achievement Canada to participate in the deployment of a national Aboriginal Junior Achievement strategy and support system.

Advocacy, Research and Policy

What sets the scope...

During the 2002 – 2003 fiscal year CANDO created a new Advocacy, Research and Policy service area within the organization and included this as a distinct activity for our 2002 – 2005 workplan. This activity area contributes to the overall organization by overseeing the creation of standardized policies, leading advocacy efforts for people working in Aboriginal community economic development, developing tools and resources, communicating issues and concerns at a national policy level, and working to increase the understanding of the occupation.

What we've accomplished...

- Presented to the Deputy Minister Steering Committee on Aboriginal issues/ connecting Aboriginal Canadians to the Assistant Deputy Ministers' sub-committee meeting in Ottawa. Outlined CANDO's past and current research on connectivity issues specific to Aboriginal community economic development.
- Contributed to the First Nations and Inuit Comprehensive Community Planning Working Group. CANDO representation provided by George Bohlender, director for Nunavut, and Ross Mayer, executive director.
- Served as a member of the advisory committee for Indian and Northern Affairs Canada's (INAC) Community Economic Development Program (CEDP) Review. Representatives from the board are Geri Collins, co-president, and Ross Mayer, executive director.
- Participated in the Alberta Community Economic Development (CED) Summit, the Western Canada CED Summit, the Canadian Community Economic Development Network (CCEDNET) Annual General Meeting, the Aboriginal Financial Officers Association (AFOA) Annual General Meeting, Taking Pulse, Aboriginal/Mineral Industry Partnership Initiative, Community Futures Economic Development Summit, Town Hall Meeting on Rural Development, and National Aboriginal Business Summits (Toronto & Saskatoon.)
- Served on CCEDNET's Policy, Practitioner Development, Membership and Governance Committees.
- Participated on the Aboriginal Canada Portal Working Group. Provided feedback in the planning of the National Connecting Aboriginal Canadians Forum. Sent a delegation to the forum, co-chaired the Online Economic Development Plenary

- and gave a presentation on connectivity issues related to CANDO members.
Provided feedback for the forum evaluation.
- Developed advocacy and policy guidelines to use in determining responses to requests for CANDO to become involved in an issue.
 - Developed research guiding terms of reference.
 - Developed an overarching terms of reference template for CANDO committees.
 - Developed and submitted our response to 'Canada's Innovation Strategy', discussion papers directed by two different government departments – Knowledge Matters by Human Resources Development Canada, and Achieving Excellence by Industry Canada.
 - Commissioned Environics Research Group to undertake an original research piece for CANDO, "Characteristics of Economic Development Officers", which profiled the membership in terms of job roles & responsibilities, salary & benefits, and internet & computer usage. Surveyed 306 people across Canada.
 - Produced two Journals of Aboriginal Economic Development, Volume 2 Number 2 "A Special Issue on Gaming," and Volume 3 Number 1 "A Special Issue on Sustainability."
 - Produced four guidebooks: Certified Aboriginal Economic Developer Program, Gateway to Competency, Orientation to the Occupation of EDO, and Distance Education. Financial support provided by the Royal Bank and the Community Economic Development Technical Assistance Program (CEDTAP).
 - Produced a report for Nunavut Economic Developers Association to investigate the feasibility and current level of service provision for satellite connectivity in Nunavut. Leveraged this consulting project to produce a member benefit entitled "Connectivity Resource: Your Essential Decision Making Resource."

What we're still working on...

- Establishing a past CANDO Board Member Advisory Council.
- Replicating the Environics Survey on a three year basis.
- Finalizing and administering a survey on access to education and training funds, via CANDO website.
- Finalizing an agreement with Human Resources Development Canada to produce 15 guidebooks to support the Technician Level of the Certified Aboriginal

Economic Developer Process.

- Providing an opportunity to a graduate student to do a "virtual practicum" with CANDO to develop and implement an online survey asking CANDO members and visitors to the website about their use of online collaboration tools. The E-Learning Committee will be working to finalize this piece of research during 2003 – 2004.
- Finalizing content, pilot testing and completing a Community Planning Guidebook, funded through the Canadian Rural Partnerships, Rural Development Initiative.
- Finalizing a complete Terms of Reference for all CANDO Committees.

Finance & Administration

What sets the Scope...

The Finance and Administration area is integral to all aspects of the organization. It is responsible for maintaining an accurate financial management system, transparent reporting to all funding sources, managing all monies in a professional and ethical manner, conducting regular staff performance reviews, using Aboriginal suppliers whenever possible, providing a mechanism to facilitate decision-making within the Board and Executive, monthly reporting to the Board, and hiring, training and retaining human resources needed for the delivery of programs and services.

What we've accomplished....

- Developed and installed yearly budgets and appropriate reporting mechanisms.
- Presented unqualified audited financial statements.
- Created the CANDO Corporate Information System (CIS) database, which provides integrated data management between finance, administration, certification and event registration service areas.
- Reported monthly to the board of directors through the executive director's report.
- Conducted job reviews and finalized job descriptions for all staff.
- Generated comprehensive 6-month and end of the year reports to substantiate core funded activities for Indian and Northern Affairs Canada (INAC).
- Used the Board Governance policies, procedures and various background documents to develop an orientation package for all existing and new board members.
- Translated a number of policy documents into French, including CANDO By-laws, Committees Policy, and Directors' Roles and Responsibilities.
- Developed and implemented an Election Procedure Policy in both English and French.
- Completed and distributed the Personnel Policy Manual to all staff.
- Conducted executive and board elections during the fall of 2002.

- Developed and implemented a call for members for Guidebooks and E-Learning Committees, which increased opportunity for member involvement.
- Developed and implemented request for qualifications process for contractors to be involved in guidebooks project, which increased accessibility for potential contractors.

What we're still working on...

- Developing a revenue generating strategy for CANDO's various profit centres – Bookstore, Journal of Aboriginal Economic Development, Aboriginal Education Opportunities Manual and the National Indigenous Economic Education Fund.
- Accessing funds to continue translating CANDO documents for increased accessibility of French speaking membership.
- Implementing a Board Report Card.
- Developing a volunteer management and recognition plan.
- Developing a staff performance review system.
- Conducting a review of compensation levels for all staff.
- Developing CANDO employee reward and recognition plan.

Board of Directors

The CANDO National Board of Directors is made up of regionally elected representatives who work in Aboriginal community economic development. The Board must include two representatives from British Columbia, two representatives to cover the four Atlantic Provinces, and one from each of the remaining Provinces and three Territories.

CANDO said goodbye to five longstanding Board members during 2002 – 2003 and would like to recognize their professionalism and the significant contribution they all made to our growth and development. Good-bye to Darrell Balkwill, George Bohlender, Angie Stewart, Dawn McEwan, and Tony Scribe. Best wishes from staff and Board members on your future endeavors. You have our continued support.

CANDO Committees

During 2002 – 2003, CANDO committee work continued to ensure that CANDO is membership driven and community based. Significant accomplishments during this year include the first ever use of a "call for committee members" to broaden our membership participation in CANDO committees, and the development of a template on which to base terms of reference for all committees.

CANDO recognizes and sincerely appreciates the outstanding contribution made by outgoing committee members Bob Anderson, Simon Brascoupé, Scott MacAulay, Warren Weir, and Christine Wihak.

The following committees were created in 2002 – 2003

E-Learning Sub-Committee

National Advisory Committee for Guidebooks Project

Junior Achievement (Project)

The following committees carried forward from the 2001 – 2002 fiscal year

- Executive
- Board
- Conference
- Standing Committee on Education & Research (renamed in February 2003)
- PLA Sub-Committee
- Accreditation Sub-Committee
- Certification Sub-Committee
- Certification Program Sub-Committee
- Journal Sub-Committee
- Professional Development Sub-Committee
- Membership Committee
- International Relations
- EDAC Board Member

The following committees were disbanded in 2002 – 2003

Aboriginal Portal Advisory Group

CANDO Staff

CANDO said goodbye to four staff members during 2002 – 2003 and would like to recognize the contribution they all made to our growth and development. Good-bye to Anna Classen, Research & Policy Manager; Lona MacKay, Learning Advisor; Verna McNab, Administrative Assistant; and Karen Johnston, Events Coordinator.

Financial Statements

COUNCIL FOR THE ADVANCEMENT OF NATIVE DEVELOPMENT OFFICERS

Edmonton, Alberta

FINANCIAL INFORMATION

MARCH 31, 2003

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The accompanying financial statements and other information contained in this financial report are the responsibility of the management of the Council for the Advancement of Native Development Officers.

The financial statements have been prepared by management. Financial statements are not precise since they include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The Council for the Advancement of Native Development Officers maintains systems of internal accounting and administrative controls that are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the Council's assets are properly accounted for and adequately safeguarded.

The elected board of the Council for the Advancement of Native Development Officers are responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements.

Directors meet annually with management and external auditors to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, and to satisfy themselves that each party is properly discharging its responsibilities. Directors consider the engagement or reappointment of the external auditors and also review monthly financial reports.

The financial statements have been audited by EPR Gordon C. Ferguson & Co., the external auditors, in accordance with Canadian generally accepted auditing standards on behalf of the board and members of the Council for the Advancement of Native Development Officers. EPR Gordon C. Ferguson & Co. has full and free access to the board and management.

Council for the Advancement of Native Development Officers

_____ Secretary Treasurer

_____ Executive Director

COUNCIL FOR THE ADVANCEMENT OF NATIVE DEVELOPMENT OFFICERS

STATEMENT OF FINANCIAL POSITION

MARCH 31, 2003

CURRENT	ASSETS	2003	2002
Cash and Short-term Deposits	4	\$ 272	\$ 134,309
Accounts Receivable	5	205,385	147,616
Goods and Services Tax Receivable		13,527	6,891
Inventory		15,086	9,554
Prepaid Expenses		1,162	7,056
		235,432	305,426
CAPITAL ASSETS	6	194,193	146,273
		\$ 429,625	\$ 451,699
LIABILITIES			
CURRENT			
Bank Indebtedness	7	\$ 96,470	\$ -
Accounts Payable		20,058	36,097
Deferred Revenue	8	-	150,045
		116,528	186,142
NET ASSETS			
NET ASSETS INVESTED IN CAPITAL ASSETS		194,193	146,272
NET ASSETS INVESTED IN RESERVES		118,904	119,285
UNRESTRICTED NET ASSETS, Statement "2"		-	-
		313,097	265,557
		\$ 429,625	\$ 451,699

APPROVED ON BEHALF OF THE BOARD:

_____ Secretary Treasurer

_____ Executive Director

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2003

	2003	2002
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES		
Cash Receipts from Customers	\$ 1,568,277	\$ 1,746,767
Cash Paid to Suppliers and Employees	(1,801,747)	(1,504,095)
Other Income	2,963	6,406
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES	(230,507)	249,078
CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES		
Capital Expenditures	-	(22,238)
CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES	-	(22,238)
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(230,507)	226,840
NET CASH AND CASH EQUIVALENTS, beginning of year	134,309	(92,531)
NET CASH AND CASH EQUIVALENTS, end of year	\$ (96,198)	\$ 134,309
NET CASH AND CASH EQUIVALENTS IS COMPRISED OF:		
Cash and Short Term Deposits	\$ 272	\$ 134,309
Bank Indebtedness	(96,470)	-
	\$ (96,198)	\$ 134,309

STATEMENT OF REVENUE AND EXPENSES

FOR THE YEAR ENDED MARCH 31, 2003

	2003	Budget	2002
REVENUE			
Indian and Northern Affairs Canada	\$ 699,932	\$ 685,000	\$ 774,531
Aboriginal Business Canada	50,000	65,000	35,000
Human Resources Development Canada	112,085	133,990	313,060
Wage Recovery	18,630	-	-
Other Government Sources	371,181	377,400	215,132
Administrative Costs Recovered	37,470	39,000	26,550
AEOM and Resource Library	16,288	15,500	28,103
Program Admission	5,139	-	926
Corporate Sponsorship	64,400	50,000	50,000
Conference and Events Revenue	88,112	86,250	47,894
In-kind Contributions	105,200	80,400	107,600
Membership and Other Revenue	60,572	64,650	75,236
	1,629,009	1,597,190	1,674,032
Net Transfers from (To) Deferred Revenue	150,045	150,045	(140,035)
	1,779,054	1,747,235	1,533,997
EXPENSES			
Accounting and Legal	7,401	8,000	6,876
Administrative Costs	37,607	47,350	5,800
Insurance	5,278	2,000	181
Advertising and Promotion	63,382	65,000	74,756
Bad Debts	9,144	-	-
Bank Charges and Interest	2,691	2,000	1,001
Books and Publications	30,876	37,100	19,550
Consultant fees	270,569	286,832	252,494
Conferences and Events	105,665	99,250	75,482
Computer Hardware and Software	230,582	227,925	18,829
Equipment	6,588	26,250	12,806
Office Rent and Utilities	48,642	45,000	42,964
Office and General	116,362	98,800	83,871
Memberships and Subscriptions	965	4,500	3,171
Meetings	17,264	29,750	36,860
In-kind expense	105,200	80,400	107,600
Salaries, Benefits and Training	539,174	536,425	570,436
Telephone and Teleconference	20,080	18,800	21,133
Workshops	2,353	-	-
Travel	159,612	152,550	200,821
	1,779,435	1,767,932	1,534,631
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (381)	\$ (20,697)	\$ (634)

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED MARCH 31, 2003

	Net Assets Invested in Capital Assets	Net Assets Invested in Capital Reserves	Net Assets Invested in Operating Reserve	Unrestricted	2003	2002
BALANCE, beginning of year	\$ 146,272	\$100,000	\$19,285	\$	\$265,557	\$292,170
Excess (Deficiency) of Revenue over Expenses	-	-	-	(381)	(381)	(634)
Investment in Capital Assets	47,921	-	-	-	47,921	(17,159)
Transfers to Operations	-	-	-	-	-	(8,820)
Internally Imposed Restrictions	-	-	(381)	381	-	-
BALANCE, end of year	\$194,193	\$100,000	\$18,904	\$ -	\$313,097	\$265,557

1. SUMMARY OF OPERATIONS

The Council for the Advancement of Native Development Officers (CANDO) is an apolitical not for profit society incorporated under the Canada Corporations Act. It supports community economic development through the provision of services to Economic Development Officers (EDO) and through the promotion of education and training opportunities. CANDO's vision is that all economic development officers who work for Aboriginal communities and organizations have access to: the information they need; the training they desire; and the opportunities to network and serve their constituents in the area of economic development.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with the following accounting principles applied on a basis consistent with the prior year, except as set out in Note 3.. The following policies are considered particularly significant:

(a) Capital Assets

Capital assets are recorded at cost. Amortization is provided annually on a diminishing balance basis at rates calculated to write-off the assets over their estimated useful lives as set out in Note 6. Additions for office and computer are expensed in the period of purchase. The assets acquired are also set up as capital assets on the statement of financial position with a corresponding capital asset equity account.

(b) Comparative Figures

Prior year's figures have been reclassified where necessary to comply with the current year's presentation.

(c) Inventories

Inventories are carried at the lower of cost or net realizable value with cost being determined by a manner which approximates the first-in first-out method.

(d) Revenue Recognition

Revenue is recognized in the period in which the event giving rise to the receipt of funds occurs. Revenue which can be reasonably determined to be earned in a subsequent period is recorded as deferred revenue.

Volunteers and directors contribute services through out the year to assist the Council in carrying out its operations. The value of these contributed services are not recognized in these consolidated statements.

(f) Use of Estimates

The preparation of financial statements in conformity with Canadian Generally

accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

(g) Income Taxes

The Council is registered as a not-for-profit organization under the Income Tax Act and as such, is exempt from income taxes. Consequently, no provision for income taxes is made in these financial statements.

3. SUMMARY OF CHANGES IN ACCOUNTING POLICIES

(a) Management has re-evaluated the policy of amortizing computer equipment at the rate of 20% per year because of rapid technological changes and resulting obsolescence. The new rate for 2003 and subsequent years is 33.3% . Had this change not been made, capital assets and net assets invested in capital assets would have been \$224,050.

(b) In prior years, the financial statements were prepared on a consolidated basis with the related organization, National Indigenous Economic Education Fund. However, since no parent relationship exists, it was determined by management that a non-consolidated basis of financial statement presentation was more appropriate. A summary of the accounts of National Indigenous Economic Education Fund are as follows:

Statement of Financial Position				2003	2002
Cash Floats and Undeposited Receipts				\$ 35,955	\$ 56,732
Accounts Receivable				-	1,860
Net Assets Invested in Reserves				(35,955)	(58,592)
				\$ -	\$ -
Statement of Revenue and Expenses					
Revenues				\$ 2,540	\$ 27,712
Expenses				(25,178)	(2,394)
Excess (Deficiency) of Revenues over Expenses				\$ (22,638)	\$ 25,318
4.CASH AND SHORT TERM DEPOSITS				2003	2002
Cash and Short-term Deposits				\$ 272	\$ 157
Bank Accounts				-	134,152
				\$ 272	\$ 134,309
5.ACCOUNTS AND NOTES RECEIVABLE				2003	2002
Trade Accounts Receivable				\$ 84,865	\$ 35,866
Allowance for Doubtful Accounts				(9,144)	-
Holdbacks Receivable				129,664	111,750
				\$ 205,385	\$ 147,616
6.CAPITAL ASSETS					
	Rate	Cost	Accumulated Amortization	Net Book Value 2003	Net Book Value 2002
Furniture and Fixtures	20.0%	\$ 82,725	\$ 38,295	\$ 44,430	\$ 45,261
Computer Equipment	33.3%	285,045	135,282	149,763	101,012
		\$ 367,770	\$ 173,577	\$ 194,193	\$ 146,273
7.BANK INDEBTEDNESS				2003	2002
Bank Overdrafts				\$ 96,470	\$ -
				\$ 96,470	\$ -
8.DEFERRED REVENUE				2003	2002
Nunavut Satellite				\$ -	\$ 5,220
Connecting Aboriginal Economic Developers (CAED)				\$ -	144,825
				\$ -	\$ 150,045
9.LEASE COMMITMENTS					
The future minimum annual lease payments for operating leases are as follows:					
				2004	\$ 27,600
				2005	9,200
					\$ 36,800
10.FINANCIAL INSTRUMENTS					
The Council's financial instruments consist of Cash and Short-term deposits, Accounts Receivable and Accounts Payable. Unless otherwise noted, it is management's opinion that the Council is not exposed to significant interest, currency or credit risks from these financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise stated.					

Our Mission

Building capacity to strengthen Aboriginal economies

Our 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.
- The 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.

Our Objectives

- Build capacity both for the individual engaged in economic development and the community.
- Serve and provide services to Economic Development Officers and the CANDO membership.
- Be actively supporting community economic development through facilitating, promoting, lobbying, and assisting EDOs in their roles and responsibilities to build strong, vibrant, self-sustaining Aboriginal economies.
- Provide affordable tools for professional development.
- Partner for community economic development purposes.
- Conduct research aimed at supporting community economic development venues.
- Provide and facilitate educational and training opportunities with a view to capacity building to strengthen Aboriginal economies.