

2003/2004

Annual Report

*The Drum is Calling –
Journey to New Horizons*

CANDO is pleased to use the 2003 conference logo as the inspiration for the 2003 – 2004 Annual Report. The logo is symbolic to Aboriginal people who have traveled throughout the lands encountering the rough waters and overcoming mountains, using the knowledge and skills that have been passed down to them from generation to generation. They gained momentum and used it to travel day and night on unfamiliar grounds.

This annual report will highlight our journey over the past year, as we've navigated through our own "waters and mountains" in our continuing mission to build capacity to strengthen Aboriginal economies. The report will describe the knowledge and skills that we've developed as an organization to deliver quality programs and services to our members and stakeholders.

The artist, Vernon Asp, is a member of the Tahlthan First Nations of Northern British Columbia. He was born and raised in the Yukon. Vernon's gift for art has always been apart of him and his main focus for the past seven years has been the Northwest Coastal Native Art, which Vernon enjoys tremendously.

Building Capacity to Strengthen Aboriginal Economies

Voyager upon life's sea; to yourself be true, and whate'er your lot may be, paddle your own canoe.

DR. EDWARD P. PHILPOTS

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Co-Presidents' Message

In keeping with our theme of “The Drum is Calling, Journey to New Horizons,” we can describe 2003 – 2004 as one filled with many different journeys, some of which have been completed and others just begun. This annual report is presented as a “travel diary” to provide our members, sponsors, stakeholders, volunteers and other interested parties with a record of our journey and as a celebration of our accomplishments.

We're pleased to share with you our milestones in the areas of policy and advocacy, infrastructure development, promoting certification and lifelong learning, facilitation of partnerships, and celebrating achievements in Aboriginal community economic development. All of these contribute directly to our mission of building capacity to strengthen Aboriginal economies.

Just as a community requires the many talents of all its members, so too does CANDO. Each and every person involved with CANDO brings something valuable to the organization, and helps us along the road. We invite you to continue to contribute so that we can keep on working with those involved in Aboriginal community economic development in a way that promotes professionalism in the field and encourages development in Aboriginal communities across Canada.

It is not the destination that matters, it is the journey, and we remain committed to making that journey together with our partners, in an open and transparent way.

Cynthia James Tracy Menge

Membership Services & Community Relations

The new CANDO Corporate Information System (CIS) will provide members across the country with the opportunity to register online for CANDO events and services and take advantage of benefits specific to members through the Member Login.

CANDO attracted 320 fellow travellers who purchased memberships in the organization while we continued the journey during 2003 – 2004. The membership breakdown includes 196 full members, 70 associates, 45 organizational memberships and 9 student members. The membership distribution across the country demonstrates that we are truly journeying along many different highways and within diverse Aboriginal communities in order to build community economic development capacity from coast to coast. The membership breakdown by province is as follows:

BC.....56	PEI1
AB.....39	NS.....29
SK30	NF/LAB ...4
MB26	YK22
PQ7	NWT.....17
ON.....39	NT36
NB.....14	

During 2003 – 2004 we developed a number of communication tools in order to keep members and stakeholders up-to-date on our journey, and to invite participation and partnerships. These tools included

the continuing improvement of our CANDO N-Side Newspaper, the creation of a monthly electronic E-Side News to complement the paper, and the development of a multi-faceted approach to technology-based membership/stakeholder communication using chat, discussion boards, list serve, distribution list, website, email and an extranet.

In our continuing quest to be a member based and directed organization, we focused on some internal voyages as well this past year, developing key infrastructure items to better identify and serve our membership. These included a CANDO membership processing policy, project management charters to guide recruitment of new members as well as renewal and retention of existing members, and a Guiding Terms of Reference for the Membership Committee. We also created and implemented a “Call for Members” process with which to invite membership on new committees and drafted membership engagement strategies for new projects.

Our membership directed some of the journey during the past year, due to recommendations at the 2003 Annual General Meeting, the Constitution and Bylaw Committee has been convened to examine the issues of membership categories, membership eligibility, and membership benefits.

Perhaps one of our most important accomplishments during 2003 – 2004 relates to our quest to better serve our members using technology. To this end we completed the development of a technical backbone including a Corporate Information System which allows us to provide a “member login” component to CANDO website, provide online registration/purchasing services, and online access to courses accepted for credit towards our Technician Level Certification.

We had the opportunity to honour fellow travellers within the world of Aboriginal community economic development during our 2003 conference and are proud to recognize Mark Wallace Wedge as the Individual Economic Developer of the Year, as well as Membertou Corporate Division as the Business / Community Economic Developer of the Year. These winners shared their stories and adventures at our 2003 Conference and inspired the delegates to set off on their own community economic development quests.

Speaking of the 2003 Conference, it is fitting to end this description of our Community Relations and Membership Services 2003 – 2004 activities by thanking our hosts in the Yukon, däna Näye Ventures. From the exceptional service of the brand new, Aboriginal owned Air North, to the first ever “dress up” Presidents’ Dance, and including all of the informative, inspirational and invigorating activities in between, it was a trip that all involved won’t soon forget.

Education & Certification

Education and learning is thought by some to be the most important journey of all. At CANDO Education and Certification remain two of our most important services. During 2003 – 2004 we focused the continuing deployment of our Certification process across the country and on the development and testing of a framework of information and communication technologies to be used in certification and ongoing professional education.

We improved access to the education needed for Certification with the addition of a fifth accredited program to our existing framework. We now have accredited programs in the north, west, east and central areas of Canada, at the following institutions:

- Aurora College, NT: Management Studies Diploma Program – CED Stream
- Nicola Valley Institute of Technology (NVIT), BC: Aboriginal Community Economic Developer Diploma
- Nunavut Arctic College, NU: Diploma in Management Studies (Community Economic Development)
- University College of Cape Breton (UCCB), NS: Master of Business Administration in Community Economic Development
- Algoma University College, ON: Community Economic and Social Development Program

We finalized our TAED & PAED logos so that people obtaining the certifications now have designations to use on their letterhead and business cards, while CANDO has powerful visual images associated with each designation for our certificates and promotional materials.

Our Education & Certification staff traveled to northern Saskatchewan and worked with the Prince Albert Grand Council to deliver a Regional Training Workshop for people interested in pursuing CANDO certification.

The “Gateway to Learning” project, funded by the Office of Learning Technologies (Human Resources Development Canada) provided us with the opportunity to build, test and refine a comprehensive online service delivery framework to deliver informal and non-formal learning opportunities. This framework includes a variety of technology tools, used appropriately as determined by our users; a comprehensive policy and procedural structure to enable future delivery, and relevant content.

During the Gateway to Learning Project we worked with two of our accredited programs, Algoma University and Nicola Valley Institute of Technology (NVIT), to engage students as focus group participants. We were able to enhance the quality of our existing relationships and identify opportunities for future partnerships. We used the lessons learned from the research component of the project in order to review and standardize our evaluation activities for all CANDO programs and services.

What is particularly significant about the Gateway to Learning project is that we spent a considerable amount of time identifying which information and communication technology tools were appropriate for which learning activity, and how the tools could work together to provide an efficient and cost-effective framework and delivery strategy.

This project enabled CANDO to apply project management knowledge learned through formal workshops, develop many different policies, procedures and tools related to online learning, review & refine current organizational materials that were used in the project, and increase our information and communications technologies structure and capacity to delivery informal and non-formal learning opportunities. We have built a community of interested practitioners who are ready and waiting to engage in the next opportunity we provide online – an embark on a “virtual journey.”

Advocacy, Research & Policy

We explored new horizons in the areas of advocacy, policy and research during 2003 – 2004 and have learned a great deal from our travels. As part of the Aboriginal Canada Portal we participated in the working group meetings preparing for the World Summit on the Information Society (WSIS), and the Global Forum on Indigenous Peoples and the Information Society (GFIPIS), and then attended the events in Geneva, Switzerland. While there we made a presentation on our own work in using information and communications technologies to build capacity within the field of Aboriginal community economic development.

Within Canada, our board, staff and members have been actively involved in the Canadian Community Economic Development Network's (CCEDNET) national policy framework initiative, practitioner development and membership committees. Three years ago CCEDNet launched a policy agenda to generate the resources necessary to reweave the social and economic fabric of Canadian communities, particularly those suffering the most distress. CANDO is pleased to be a part of shaping that agenda and bringing the voice of Aboriginal community economic development to the table.

Board members and staff have also been involved in a number of policy / advocacy working groups, including regular participation at the National Aboriginal Achievement Foundation's Taking Pulse Forums, and serving on the Indian and Northern Affairs Canada's Community Economic Development Program (CEDP) Evaluation Working Group and regional consultation process.

Our most important accomplishment in the policy development area arose from the National Aboriginal Organizations meeting we coordinated during the summer of 2003 in Cranbrook, BC at the Delta St. Eugene Mission, an Aboriginal-owned resort. We invited national sister organizations to join us in convening an Open Space Forum to discuss issues and solutions related to Aboriginal community economic development.

A key result of this meeting was that we gathered over 70 different policy and procedure documents and have posted them for sharing on the CANDO website. More importantly, we are working to continue the networking and connections between our sister organizations so that we can travel together on the journey and work together to carry the load, overcome challenges and share successes.

To conclude this section we highlight our expanded research boundaries. We continued to publish the Journal of Aboriginal Economic Development and began the development of a business / sustainability plan to ensure that this important resource for practitioners, students and academics continues to be available on our journey. We also performed in depth research in the 16 competency areas associated with CANDO Technician Level Certification, through our Guidebooks Project. The National Guidebooks Advisory Committee worked diligently to produce 16 detailed and comprehensive content maps to use in the development of the guidebooks, and to identify current issues and trends in each of the competency areas.

We look forward to continuing our policy, research and advocacy travels, and to connecting our journeys with those of our members and stakeholders so that we can work effectively together to contribute to Aboriginal community economic development in Canada.

Do not go where the path may lead, go instead where there is no path and leave a trail.

GEORGE ELIOT

Finance and Administration

It seems fitting to begin our report on this section of our journey by thanking our hosts for the 2003 Annual General Meeting, the Kwanlin Dun First Nation. They provided us with a wonderful facility, the Na'Kwa Ta Ku Potlach House, in which to meet and undertake the business of obtaining membership input and direction in order to govern the organization. Related to the Annual General meeting, we've developed a bylaw amendment process to be used for future meetings, to ensure fair governance processes.

During this past year we developed and implemented a CANDO Board election policy to ensure consistent representation by alternating members between two and three year terms. In order to assist the Board members to function at the highest level possible to govern the organization and effectively direct our travels, we also completed and distributed a Board orientation manual.

We've been working on a business plan related to the sustainability and profitability of resource specific (bookstore, Journal, Guidebooks, Aboriginal Education Opportunities Manual) cost centers and we are presently reviewing the recommendations with a view to implementation in 2004 – 2005.

We were able to assist CANDO staff to continue their lifelong training and development journey by providing training in tactical communications (Verbal Judo), behaviour descriptive interviewing, crime prevention through environmental design, and project management. The project management training has resulted in significant improvements to the way CANDO does business, perhaps most importantly in the development of a quality statement and the initiation of quality measures.

Finally, we've been reviewing and refining our committee processes and have developed and implemented a committee terms of reference template that will be used to recommission all committees by the end of the 2004 – 2005 fiscal year. This process has already been completed for the Executive Committee, Board, and the E Learning and Guidebooks Committees.

Infrastructure development is an often overlooked part of the development journey and we're proud of our accomplishments in this area and remain committed to continuous quality improvement.

CANDO provides achievable and consistent quality, developed through consensus and delivered with care and dignity.

The Executive

Don Parenteau

(elected as a Co-President in November 2003, resigned in February 2004)

*Co-President & Director – Saskatchewan
Clarence Campeau Development Fund
Saskatoon, Saskatchewan*

Cynthia James

Cynthia James (elected as a Co-President in November 2003)

*Co-President & Director – Northwest Territories
Denendeh Development Corporation
Yellowknife, Northwest Territories*

Terry Ma

(elected as a Secretary-Treasurer in November 2003)

*Secretary Treasurer & Director – Nunavut
City of Iqaluit, Economic Development &
Communications
Iqaluit, Nunavut*

Tracy Menge

(elected as a Co-President in March 2004)

*Co-President & Director –
Nova Scotia/Newfoundland & Labrador
Eskasoni Economic Development Corporation
Eskasoni, Nova Scotia*

Ross Mayer

*Executive Director, CANDO
Edmonton, Alberta*

The Board

Elaine Chambers

(re-elected in November 2002)

*Director – Yukon
General Manager, dāna Nāye Ventures
Whitehorse, Yukon*

Geri Collins

(re-elected in November 2002)

*Director – Southern British Columbia
General Manager, CFDC of Central Interior First
Nations
Kamloops, British Columbia*

Victor Tom

(filled vacant seat in October 2003)

*Director – Northern British Columbia
Executive Director, Tl'azt'en Nation
Fort St. James, British Columbia*

Vaughn Sunday

(re-elected in November 2002)

*Director – Ontario
Executive Development Director, Mohawk Council
of Akwesasne
Cornwall, Ontario*

Alfred Loon

(re-elected in May 2002)

*Director – Quebec
Economic Development Officer, Cree Regional
Authority
Montreal, Quebec*

James Denny Jr.

(elected in December 2002)

*Director – New Brunswick/ Prince Edward Island
Economic Development Officer, Eel Ground First
Nation
Eel Ground, New Brunswick*

Rob Crow

(elected in March 2004)

*Director – Alberta
Director, Blood Tribe Economic Development
Standoff, Alberta*

As the traveller who has once been from home is wiser than he who has never left his own doorstep, so a knowledge of one other culture should sharpen our ability to scrutinize more steadily, to appreciate more lovingly, our own.

MARGARET MEAD

The Staff

Ross Mayer

Executive Director

Lisa Boychuk

*Executive & Administrative Services
Coordinator*

Teresa Callihoo

Education & Research Advisor

Cheryl Cardinal

Acting Education & Research Coordinator

Sara Cardinal

Education & Research Advisor

Svitlana Konoval

*Executive & Administrative Services
Coordinator*

Violet Simand

Finance Officer

Financial Statements

CANDO continues to develop policies and processes to deliver on its' promise of service delivery with accountability and transparency.

COUNCIL FOR THE ADVANCEMENT
OF NATIVE DEVELOPMENT OFFICERS

Edmonton, Alberta

FINANCIAL INFORMATION

MARCH 31, 2004

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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 judgments. 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

Financial Statements

COUNCIL FOR THE ADVANCEMENT OF NATIVE DEVELOPMENT OFFICERS				
STATEMENT OF FINANCIAL POSITION				
MARCH 31, 2004				
	Note Reference	2004	2003	
ASSETS				
CURRENT				
Cash and Short-term Deposits		\$ 248	\$ 272	
Accounts Receivable	3	129,651	205,385	
Goods and Services Tax Receivable		6,693	13,527	
Inventory		13,268	15,086	
Prepaid Expenses		12,854	1,162	
		162,714	235,432	
CAPITAL ASSETS	6	137,150	194,192	
		\$ 299,864	\$ 429,624	
LIABILITIES				
CURRENT				
Bank Indebtedness	5	\$ 26,546	\$ 96,470	
Accounts Payable		19,318	20,059	
		45,864	116,529	
NET ASSETS				
NET ASSETS INVESTED IN CAPITAL ASSETS		137,151	194,193	
NET ASSETS INVESTED IN RESERVES		116,849	118,902	
UNRESTRICTED NET ASSETS, Statement "2"		-	-	
		254,000	313,095	
		\$ 299,864	\$ 429,624	
APPROVED ON BEHALF OF THE BOARD:				
		Secretary Treasurer		
		Executive Director		

Financial Statements

STATEMENT OF CASH FLOWS			
FOR THE YEAR ENDED MARCH 31, 2004			
	2004	2003	
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES			
Cash Receipts from Customers	\$ 1,494,187	\$ 1,568,277	
Cash Paid to Suppliers and Employees	(1,426,808)	(1,801,747)	
Other Income	2,521	2,963	
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES	69,900	(230,507)	
CASH FLOWS FROM INVESTING ACTIVITIES			
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	69,900	(230,507)	
NET CASH AND CASH EQUIVALENTS, beginning of year	(96,198)	134,309	
NET CASH AND CASH EQUIVALENTS, end of year	\$ (26,298)	\$ (96,198)	
NET CASH AND CASH EQUIVALENTS IS COMPRISED OF:			
Cash and Short Term Deposits	\$ 248	\$ 272	
Bank Indebtedness	(26,546)	(96,470)	
	\$ (26,298)	\$ 96,198	

We will maintain full and transparent reporting, internally and externally, to all funding sources and our membership.

Financial Statements

STATEMENT OF REVENUE AND EXPENSES FOR THE YEAR ENDED MARCH 31, 2004

	2004	Budget	2003
REVENUE			
Indian and Northern Affairs Canada	\$ 694,500	\$ 945,500	\$ 699,932
Aboriginal Business Canada	45,000	40,000	50,000
Human Resources Development Canada	222,233	244,780	112,085
Wage Recovery	19,225	18,000	18,630
Human Resource Development Canada	37,000	25,000	371,181
Administrative Costs Recovered	15,000	35,000	37,470
AEOM and Resource Library	3,926	5,000	16,288
Program Admission	2,221	2,400	5,139
In-kind Contributions	50,000	60,500	64,400
Conference and Events Revenue	95,083	112,000	88,112
In-kind Contributions	211,649	122,000	105,200
Membership and Other Revenue	25,136	31,000	60,572
	1,420,973	1,370,180	1,629,009
Net Transfers from (To) Deferred Revenue	-	-	150,045
	1,420,973	1,370,180	1,779,054
EXPENSES			
Accounting and Legal	13,147	14,000	7,401
Administrative Costs	16,059	26,000	37,607
Insurance	3,086	3,500	5,278
Advertising and Promotion	39,827	45,000	67,005
Bad Debts	1,341	-	9,144
Bank Charges and Interest	2,267	2,500	2,691
Books and Publications	5,198	4,000	4,269
Consultant fees	226,765	226,015	270,600
Conferences and Events	67,415	67,502	84,297
Computer Hardware and Software	10,535	8,000	225,221
Equipment Rental	11,301	12,300	21,546
Office Rent and Utilities	50,760	51,000	48,642
Office and General	77,296	77,004	93,518
Memberships and Subscriptions	1,762	3,000	965
Internet	4,968	4,968	5,330
Equipment Acquired	1,925	4,500	4,604
Meetings	23,118	23,580	27,891
In-kind expense	211,649	122,000	105,200
Postage and Courier	14,321	13,000	13,888
Salaries, Benefits and Training	481,770	498,850	539,174
Telephone	13,327	14,700	16,594
Workshops	-	-	2,353
Evaluation and Translation	6,683	8,329	26,607
Travel	138,506	149,932	159,612
	1,423,026	1,379,680	1,779,427
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ (2,053)	\$ (9,500)	\$ (383)

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2004

	Net Assets Invested in Capital Assets	Net Assets Invested in Capital Reserves	Net Assets Invested in Operating Reserve	Unrestricted	2004	2003
BALANCE, beginning of year	\$ 194,193	\$100,000	\$18,902	\$ -	\$313,095	\$265,557
Excess (Deficiency) of Revenue over Expenses	-	-	-	(2,053)	(2,053)	(383)
Investment in Capital Assets	(57,042)	-	-	-	(57,042)	47,921
Transfers to Operations	-	-	-	-	-	-
Internally Imposed Restrictions	-	-	(2,053)	2,053	-	-
BALANCE, end of year	\$137,151	\$100,000	\$16,849	\$ -	\$254,000	\$313,095

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 throughout the year to assist the Council in carrying out its operations. The value of these contributed services are not recognized in these consolidated statements.

(e) **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.

(f) **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.

Financial Statements

3. ACCOUNTS AND NOTES RECEIVABLE			2004	2003
Trade Accounts Receivable			\$ 27,547	\$ 84,865
Allowance for Doubtful Accounts			(1,428)	(9,144)
Holdbacks Receivable			103,532	129,664
			\$ 129,651	\$ 205,385

4. CAPITAL ASSETS			Accumulated	Net	Net
	Rate	Cost	Amortization	Book Value	Book Value
				2004	2003
Furniture and Fixtures	20.0%	\$ 84,650	\$ 47,374	\$ 37,276	\$ 44,429
Computer Equipment	33.3%	285,018	185,144	99,874	149,763
		\$369,668	\$232,518	\$ 137,150	\$194,192

5. BANK INDEBTEDNESS		2004	2003
Bank Overdrafts		\$ 26,546	\$ 96,470
		\$ 26,546	\$ 96,470

6. LEASE COMMITMENTS	
The future minimum annual lease payments for operating leases are as follows:	
2005	\$ 26,072
2006	33,744
2007	34,212
2008	34,679
2009	34,679
	\$163,386

7. 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.

Planning for the Future

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.

The CANDO Story

In 1990, Economic Development Officers (EDOs) from across Canada founded the Council for the Advancement of Native Development Officers (CANDO). The founders set out CANDO's mandate, which is to provide them with the training, education and networking opportunities necessary to serve their communities and/or organizations effectively.

The Drum is Calling – Journey to New Horizons

CANDO is pleased to use the 2003 conference logo as the inspiration for the 2003 – 2004 Annual Report.

The logo is symbolic to Aboriginal people who have traveled throughout the lands encountering the rough waters and overcoming mountains, using the knowledge and skills that have been passed down to them from generation to generation. They gained momentum and used it to travel day and night on unfamiliar grounds.

This annual report will highlight our journey over the past year, as we've navigated through our own "waters and mountains" in our continuing mission to build capacity to strengthen Aboriginal economies. The report will describe the knowledge and skills that we've developed as an organization to deliver quality programs and services to our members and stakeholders.

The artist, Vernon Asp, is a member of the Tahlthan First Nations of Northern British Columbia. He was born and raised in the Yukon. Vernon's gift for art has always been apart of him and his main focus for the past seven years has been the Northwest Coastal Native Art, which Vernon enjoys tremendously.

Building Capacity to Strengthen Aboriginal Economies

Council for the Advancement of Native Development Officers

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