ANNUAL REPORT 2017-2018
AFOA Canada wishes to acknowledge every individual and corporate member for their valuable support. In the spirit of true reconciliation, together we are “Building a Community of Professionals.”

Aboriginal Strategies LP
Adagio By Softrak
Aon Canada
APTN
BDO Canada LLP
Canadian Council Aboriginal Business (CCAB)
CGOV Asset Management
CPA Canada
First Nations Bank of Canada
First Nations Financial Management Board
First Nations Market Housing Fund
Higgins International Inc.
IMI Brokerage Company Ltd
Jarislowsky Fraser
JG Benefits Inc. (CINUP)
Leith Wheeler Investment Counsel Ltd.
Letko, Brosseau Associates
Lincluden Investment Management
Many Nations Financial Services Ltd.
Membertou First Nation
MNP
National Aboriginal Capital Corporations Association (NACCA)
Nationtalk
Nutrien
Peace Hills Trust
Purdy Crawford Chair in Aboriginal Business Studies
RBC Royal Bank (Community Builder)
Ridgewood Capital Asset Management
Rodgers Investment Consulting
SAGE
Scotiabank
T.E. Wealth
TD Bank Group (Community Builder)
TIPI-IMI Insurance Partners
Tribal Wi-Chi-Way-Win Capital Corporation
Worth Allaye-Chan Investment Counsel – Raymond James
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On behalf of the Board of Directors and staff at AFOA Canada, we are pleased to present to our membership and stakeholders the annual report for the year in review 2017-2018.

TERRY GOODTRACK
MPA, B.ADMIN, CPA, CGA, CAFM, CAPA, C.DIR
PRESIDENT & CHIEF EXECUTIVE OFFICER

CHRISTOPHER SICOTTE
CHAIR
BUSINESS DEVELOPMENT MANAGER
INDIGENOUS PARTNERSHIPS
AFFINITY CREDIT UNION
Revitalizing our Corporate Vision and Mission

The 2017-2018 fiscal year was the final in our five-year strategic plan that was approved in 2013. The six main directions of our five-year strategic plan have been successfully implemented. This past year we focused on collecting critical feedback to develop a new five-year plan. Subsequently, we are pleased to report that the Board approved a new five-year strategic plan in February 2018. While we will report on the year-in-review, this document will also highlight the four main directions of our new strategic plan, which are: Delivering Service to Members; Supporting a Professional Indigenous Public Service; Enhancing Community Readiness; and, Fulfiling our Governance Responsibilities.

Harvard University School of Business Program

In February 2017, AFOA Canada signed a Memorandum of Understanding with Harvard Business School that witnessed the birth of a new business executive program. Forty-three AFOA Canada members successfully completed the first Cohort of the Harvard Business School Executive Program from May 1-5, 2017 in Boston, Massachusetts. Applications for a second Cohort to take place in May 2018 began in January. Seventy-five people applied for the thirty-five spots available in the program which was held from May 7-11, 2018. We expect the popularity of this prestigious program to only increase and continue to enhance the skills and knowledge level of our members.

Inaugural International Conference

Building Sustainable Communities by Strengthening International Networks was the theme of the inaugural AFOA Canada International Conference held in Vancouver in October 2017. The conference brought delegates from Indigenous communities from around the globe to share best practices and new strategies that address similar issues in different regions. Delegates also discussed and shared ways to open economic doors and further promote Indigenous trade between Indigenous partners. The conference highlights included three panels discussing key topics such as community governance, economic prosperity and capacity development by unleashing Indigenous potential.

Certified Designations

We continued to offer our certified programs on-line and in-person. These included the Certified Aboriginal Financial Manager (CAFM) Program and the Certified Aboriginal Professional Administrators (CAPA) Program. There were 32 individuals who received their CAPA designations and 12 individuals who received their CAFM designations in 2017-2018. This brings our totals to 84 CAPAs and 608 CAFMs designated since 1999.

We continue to build pathways to broader market designations and degree programs by working in partnership with CPA Canada as well as colleges and universities across Canada.

We began work on a new certified program for elected leaders that will greatly enhance their core competencies in governance and stewardship. An initial pilot was offered as a one-day governance workshop at the 2017 AFOA Canada Inaugural International Conference in Vancouver. The pilot was successful and AFOA Canada is rolling out a full pilot of the program in the fall of 2018.

Support to Communities

An objective of AFOA Canada is to provide support to communities to build their capacity to enhance and improve their management and stewardship of community resources. Ultimately to change from managing poverty to managing prosperity and wealth.

In addition to working with the Assembly of First Nations (AFN) and Indigenous Services Canada (ISC) on the bigger picture of what the new fiscal relationship will look like between Indigenous communities and the federal government, AFOA Canada also goes right to the communities. Financial literacy and education we believe is the foundation of capable management of resources, institutions as well as future growth and community development. To assist communities with financial literacy, we developed and distributed First Nations Financial Wellness Workshops, manuals and materials to enhance financial knowledge and literacy at the grassroots level.

Membership

At the writing of this report, AFOA Canada had 1,513 members. At AFOA Canada we have a large group of members committed to improving finance and management within Indigenous communities. We believe that improvements in these areas better support our communities in their journeys toward economic prosperity and self-reliance. These are the individuals who are our Community of Professionals.

We want to thank our members who are the centrepiece of our organization. We want to thank our volunteer Board of Directors, our volunteer Committee Members, our volunteers at events and our dedicated staff. Your efforts are recognized by our people and Indigenous communities across this country.
We continue to expand our suite of certified training programs and workshops to meet the demanding and changing needs of the Indigenous professionals and tomorrow’s leaders.

To keep in step with our members’ and communities’ needs, we revised and updated our vision and mission statements:

**Our Vision**

*AFOA Canada is the centre for excellence for Indigenous management, finance and governance*

**Our Mission**

*Building a community of professionals by respecting and supporting individuals, organizations and communities in their journey to management proficiency, professional certification and self-reliance*

We also celebrated a milestone in 2017-2018 with the completion of our five-year strategic plan. Over the past year, AFOA Canada members, key stakeholders, the AFOA Board and senior staff developed a new five-year plan to take the organization to 2023.

The new plan was approved by the Board at its February 2018 meeting. The new plan focuses on four key areas: Delivering Service to Members, Supporting a Professional Indigenous Public Service, Enhancing Community Readiness and Fulfilling our Governance Responsibilities. Within these four key objectives the Board and staff have developed specific actions to support, enhance and, where possible, expand our programs and programming reach.

To guide our work toward fulfilling our vision and mission, our core values guide our work. At AFOA Canada we adopted five key values by which the board and staff conduct their work and interactions with our members, stakeholder, partners and the communities we support.

Our values are:

<table>
<thead>
<tr>
<th><strong>Relevance</strong></th>
<th>Responding to the needs and interests of members and communities</th>
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</thead>
<tbody>
<tr>
<td><strong>Integrity</strong></td>
<td>Safeguarding the trust placed in us</td>
</tr>
<tr>
<td><strong>Excellence</strong></td>
<td>Strengthening impact through high quality standards</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td>Creating change that is positive, valued and applied</td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td>Building relationships to create solutions</td>
</tr>
</tbody>
</table>

As we enter our 20th year of operations, AFOA Canada is living up to its brand promise of **Building a Community of Professionals.** Founded in 1999 as a not-for-profit association, AFOA Canada has developed into Canada’s premiere resource for Indigenous professionals training in finance, management and leadership.
AFOA Canada Board of Directors

They are leaders in finance, management and leadership from across the country. Our board and executive committee are volunteers who commit their time and expertise to help improve the overall governance and quality of life within our Indigenous communities. The AFOA Canada Board of Directors is a governance board, providing their expertise and guidance.

**CHRIS SICOTTE**  
Chair, AFOA Saskatchewan / Consultant

**TRAVIS SEYMOUR, CAFM**  
Vice-Chair / Manager, Aboriginal Services, MNP

**JEANNIE CARRIERE, CAPA, CAFM**  
Secretary-Treasurer, AFOA Manitoba / Director of Finance, Opaskwayak Health Authority

**JESSICA DORION, CAFM**  
Director, AFOA Alberta / Finance Manager, Enoch Housing Authority

**DEBBIE CHRISTMAS, CAFM**  
Director, AFOA Atlantic / Director of Finance, Atlantic Policy Congress of First Nations Chiefs

**CAROL REIMER, CAFM**  
Director, AFOA British Columbia / Chief Financial Officer, Carrier Sekani Family Services

**STEPHANIE MIKKI ADAMS, CAFM**  
Director, AFOA Nunavut / Comptroller, Municipality of Rankin Inlet

**DARLENE LAFONTAINE, CAFM**  
Director, AFOA Ontario / Financial Advisor, Wabun Tribal Council

**CAROLINE GARON, CAFM**  
Director, AFOA Quebec / Regional Director, Funding Services, Indigenous Services Canada

**JOHN CARTER, CAFM**  
Director / Retired

**DANIEL RICHARD, CAFM**  
Director / Director of Finance, The Usand Group, Head Office

**DANIEL BRANT, CAFM**  
Director / Proprietor, Daniel J Brant & Associates
AFOA CANADA STAFF

Our success is a result of the quality of people we have in our organization. Our staff are educated and seasoned professionals who are dedicated to our vision and mission and demonstrate it in everything we do.

CORPORATE OFFICE

Terry Goodtrack, CAPA, CAFM
President and Chief Executive Officer

Sara Roundpoint
Executive Coordinator

Toni Baggos
Videographer and Public Relations Coordinator

EDUCATION & TRAINING

Simon Brascoupe, CAPA
Vice President, Education and Training

Patricia Debassige
Manager, Education and Membership (Incoming)

Sheila Howard
Senior Administrator, Training and Events

Jonah Keeshig
Education and Research Coordinator

Odessa Belanger
Education Administrator

Randy Mayes, CAPA, CAFM
Manager, Education and Membership (Outgoing)

FINANCE & ADMINISTRATION

Liz Hu, CAFM
Accounting Officer

Lorinda Goodwin
Accounting and Finance Clerk

Christine Dewache
Administrative Coordinator

Megan Pelletier
Administrative Assistant (Incoming)

PUBLIC RELATIONS

Jody Anderson
Manager, Public Relations

Sharon Slippery
Public Relations Coordinator

Wanda Brascoupe-Peters
Acting Manager, Public Relations (Term)

Students

Will Lafrance
Administrative Assistant

Haley Jo Meness
Membership Assistant

Keana Decontie
Education Assistant

Austin Courchene
Membership Assistant
Throughout 2017 the Board of Directors and senior staff developed a new five-year strategic plan, which was approved by the Board at its February 2018 board meeting. The new plan focuses on four main objectives, rather than six. AFOA Canada wanted to focus on specific key areas. The graphic demonstrates the four objectives which will guide our delivery of service to our membership and the education and training programs we offer.

Strategically, we met our objectives by:

> Delivering exceptional value to our membership, and to our corporate members.
> Offering executive training opportunities such as the Harvard Business School training.
> Continually updating our programs and workshops to ensure they maintain the relevance and academic standards.
> Devising and piloting a new leadership effectiveness training through the Certified Indigenous Leadership (CIL) program.
> Individual and Corporate membership strategy; our aim was to simply increase membership in four key areas such as youth, finance and management professionals and corporate members. We currently have approximately 1,500 individual and 36 corporate members. We have increased those targets in the new five-year strategic plan.
> Supporting youth and communities through the administration of more than 70 bursary, scholarship and awards programs and assisting youth and communities in developing their capacities, education and skills.
> Delivering on our overall brand promise of building a community of Indigenous professionals.
> Fulfilling our governance responsibilities throughout the five-year strategic plan period.

The past year was the successful conclusion of our five-year strategic plan. After scrutiny by the Board of Directors, committees, as well as our Chapters and Members, it was determined that the organization met all of its strategic operations throughout the five-year strategy.

STRATEGY & MILESTONES

Moving Forward
Throughout 2017 the Board of Directors and senior staff developed a new five-year strategic plan, which was approved by the Board at its February 2018 board meeting.

The new plan focuses on four main objectives, rather than six. AFOA Canada wanted to focus on specific key areas. The graphic demonstrates the four objectives which will guide our delivery of service to our membership and the education and training programs we offer.

1 Delivering Service to Members
   GOAL: Expand participation by creating a more direct link between the membership recruitment and retention strategy, communications and marketing plan, along with programs and service evolution.

2 Supporting a Professional Indigenous Public Service
   GOAL: Support the development of the public service capacity needed within Indigenous governments, communities and organizations at the local, regional and national levels; and update CAPA, CAFM and the new CIL individual certification programs, policies, standards and delivery mechanisms.

3 Enhancing Community Readiness
   GOAL: Supporting community participation and benefits from fiscal, governance and technology related policy and capacity development initiatives.

4 Fulfilling Governance Responsibilities
   GOAL: To ensure that the national Board and regional Chapters are functioning at full capacity in order to meet our legal, financial, communications, professional development, and policy advocacy responsibilities.
One of our primary objectives is to deliver exceptional value to our membership, both individual and corporate. The programs and services we provide to our membership are our main pillars of operation and strategic direction.

Commitment of Members

As of March 31, 2018, AFOA Canada had 1,513 members. At AFOA Canada, we have a dedicated group of members and volunteers committed to improving finance and management in Indigenous communities. These members believe in and support the growth of creating a network of professionals. One of the ways we deliver value to our members is the publishing of the Journal of Aboriginal Management (JAM). We produced a special international edition to coincide with our inaugural international conference in Vancouver in October 2017. JAM is published in both official languages and delivered directly to all members, subscribers and conference delegates.

Membership and Membership Services

AFOA Canada values every member and is committed to continuously enhancing membership services and benefits. Our 1,513 members pride themselves on the level of professionalism and increased standards they bring to their work life. They are passionate about improving the level of financial and management standards within their communities. AFOA Canada provides a diverse menu of programs and products for our members, no matter where they are in their careers, or where they are located. We strongly believe that effective finance, management, and leadership are the foundation blocks of responsible and effective governance.

In collaboration with our Chapters across Canada, AFOA Canada has developed an approach to enhance the membership experience which is now built on the following 4 Pillars of value to Membership:

Pillar 1: Savings
This pillar outlines the exclusive cost savings AFOA Canada members receive for paying their membership dues. These savings include the premiere “Member Perks Program” and savings on workshops, online courses, conferences, and publications.

Pillar 2: Fellowship and Networking
This pillar involves enhancing the collective interest of our membership in belonging to AFOA Canada through networking and participating in events. It is about being friendly, inclusive, and creating opportunities for social interaction. It is about helping each other.

Pillar 3: Thought Leadership
The focus of this pillar is to find ways to tap into the knowledge and expertise of our members who have a breadth of knowledge. It is important for AFOA Canada members to be aware of what is happening in our fields of expertise (finance, administration, business, leadership) and share current events.

Pillar 4: Member Engagement
This pillar involves finding new and innovative ways to get members involved with AFOA Canada. It is about the notion of members “actively participating” in AFOA Canada by serving on committees, taking part in opportunities to broaden their experience, or teaching workshops or courses, etc. It means that they are engaged in “doing something”!
MEMBER PERKS
AFOA Canada has negotiated Member Perks with key suppliers to provide a wide range of products and services at a discounted rate.

MEMBERSHIP
(Continued)
We redesigned the program and currently have seven Member Perks Partners in the areas of Financial Services, Car Rentals, Travel Services and Products & Services. For more information on AFOA Canada’s Member Perks partners, please contact our office.

MEMBERSHIP STATISTICS
As of March 31, 2018, AFOA had 1,513 members, compared to 1,516 on March 31, 2017.

MEMBERSHIP GROWTH SINCE INCEPTION

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AFOA CANADA continues to build on its ambitious corporate relations strategy to raise our profile with corporate Canada, increase partnerships, and build corporate support.

AFOA Canada’s Corporate Membership and Corporate Relations Strategy

We are committed to adding value to our corporate members by enhancing our current corporate membership package with the input of corporate members. The package represents a comprehensive, integrated approach to both securing corporate support for AFOA Canada activities and meeting the corporation’s business objectives.

Through the commitment and support of AFOA Canada, corporate members and sponsors are contributing directly toward capacity building in Indigenous finance, management, and leadership in Canada and toward Indigenous employment and social and economic prosperity.

Corporate Members

Our efforts to continually build and expand our relationship with Corporate Canada is on track. Our corporate members are engaged in our organization, our programs, our services and especially events like our annual national conference. We continue our commitment to provide value to our corporate members and have again enhanced our current corporate membership packages that represent a comprehensive and integrated approach to securing support while meeting corporate business objectives.

AFOA Canada wishes to acknowledge every individual and corporate member for their valuable support. In the spirit of true reconciliation, together we are “Building a Community of Professionals.”

As of March 31, 2018, the number of corporate members was 36 (at right). We wish to thank our corporate members sincerely for not only their valued financial support, but their true spirit of reconciliation and support for the benefits it creates for our people and communities.

The 2018-2019 Road Ahead in Membership

We will continue to build our member perks program and improve membership retention based on the four pillars we have set out: Savings, Fellowship and Networking, Thought Leadership and Member Engagement. Current membership is 1,513 and we are looking to increase this number by at least 10 this year. We are looking to increase our Corporate Membership program to 37 members.
A major milestone of the 2017-2018 fiscal year was the first international AFOA Canada sponsored conference on a theme of Building Sustainable Communities by Strengthening International Networks.

**Inaugural International Conference**

The conference, which was held in Vancouver, British Columbia on October 2-5, 2017, was to bring together Indigenous communities, groups, businesses and other organizations from around the globe that share similar challenges and share best practices. Participants from Canada, New Zealand, Australia and the United States of America were in Vancouver, British Columbia for the Inaugural International Conference.

**Day One** of the conference opened with a two-part plenary, setting the stage for the program with a distinguished panel of senior Indigenous leaders who discussed Community Governance: Peeling the Governance Onion.

Part one was a keynote by Ovide Mercredi, Canada. He was then joined for the part two discussion by Michell Hicks, CPA, President, Chief Strategy Group Inc., USA; Rod Little, Co-Chair, National Congress of Australia’s First Peoples, Australia; Christian Lugnan, Regional Manager, Coffs Harbour, Office of the Registrar of Indigenous Corporations and Advisory committee member, Indigenous Accountants Australia, Australia; and Elder and Chief Phil Tane, Nga Kaitatau Māori o Aotearoa, New Zealand.

**Day Two** plenary and panel discussion focused on Economic Prosperity: How can the Economic Horse pull the Social Wagon. Part one started with a keynote by Hinerangi Raumati-Tu’au, Executive Director of Operations, Te Wananga o Aotearoa, New Zealand. She was then joined for the part two panel discussion by Luis Felipe Duchicela, Global Advisor for Indigenous Peoples, The World Bank, USA; Lacey Horn, Treasurer, Cherokee Nation, USA; Robert Louie, LL.B., OC, Hon. Dr. LL. B, Proprietor, Indigenous World Winery and Former Chief, Westbank First Nation, Canada; and Benson Saulo, Group Indigenous Opportunities Manager, Australian Unity, Australia.

**Day Three** plenary and panel discussion focused on Capacity Development: Unleashing Indigenous Potential with a keynote by Amanda Young, Chief Executive Officer, First Nations Foundation, Australia. Amanda was then joined by Bill Lomax, Vice President, Goldman Sachs, USA; Chief Nathan Matthew, Simpcw First Nation, Canada; and Elizabeth Richards, Chair of Ngā Kaitatau Māori o Aotearoa, New Zealand for the panel discussion.
In addition, there was a Former National Chiefs Panel Discussion – The Next 150 – The Mighty Flowering Tree – Charting the Future by Learning from the Past. Panelists included Former National Chief Georges Erasmus; Former National Chief Phil Fontaine; Former National Chief Ovide Mercredi; and Former President, National Indian Brotherhood, Del Riley. The panel was moderated by Honourable Bob Rae, PC CC Ont QC, Former Premier of Ontario.

The conference concluded with a banquet, the CAFM and CAPA Convocation Ceremony, and presentation of the 2017 MNP-AFOA Canada Aboriginal Community Excellence Award.

**Pre-conference Capacity Development Workshops**

As an integral lead-up to the conference, AFOA Canada delivered six pre-conference Capacity Development Workshops to 167 participants on:

- **Human Resources Management Essentials: Module 4 - Employee Compensation and Benefits** (24 participants)
- **NEW First Nations Governance III: Nation Building** (18 participants)
- **Developing Business Plans and Funding Proposals** (22 participants)
- **NEW Understanding the Fundamentals of Procurement and Contracting** (20 participants)
- **Integrated Planning for Future Investments (FMB)** (76 participants)
- **Train the Trainers** (7 participants)
Thank you to our generous sponsors. Without your support, this inaugural international conference would not have been possible. These companies make a valuable contribution to the growth of Indigenous professionals, elected Indigenous leaders and communities to support and enhance the quality of life for all Indigenous people.

**Conference Sponsorship**

**First Nations Financial Management Board**

**PHT**

**Air Canada**

**BMO**

**MNP**

**Nutrien**

**BDO**

**higgins**

**PotashCorp**

**CPA**

**RBC**

**Crowe**

**Flight Centre Travel Group**

**T.E. Wealth**

**Xerox**

**#CONFERENCE EXHIBITORS 62**

**The 2018-2019 Road Ahead for the National Conference**

Upcoming this year the AFOA Canada National Conference will be held in Ottawa, ON from October 2-4, 2018. The conference theme will be Human Capital – Balancing Indigenous Culture and Creativity with Modern Workplaces. The lead sponsor will be First Nations Bank of Canada and the second day sponsor will be Peace Hills Trust. They have both provided three year commitments to sponsorship.

**INaugural International Conference**

National Conference Training/Development Impact – Total: 14,961 delegates
In 2017-2018, AFOA Canada granted 12 CAFM designations and 32 CAPA designations. This brings our total to 608 CAFMs and 84 CAPAs across Canada.

**Professional Designations**

We have continued our discussions with CPA Canada, which has resulted in an expanded partnership. With the unification of the profession, we want to ensure that the CAFM program is integrated into the CPA Canada program. AFOA Canada signed a Memorandum of Understanding with CPA Canada on February 18, 2016 outlining the partnership agreement and how our CAFM’s can receive transfer credits into CPA Canada’s Advanced Certificate in Accounting in Finance (ACAF) program.

The new CAFM Education Program now comprises 15 courses. There is a new option for CPA Canada’s ACAF certificate holders who would like to become a CAFM. AFOA Canada had developed the option of Special Arrangement C specifically for ACAF certificate holders. To receive a CAFM designation through this option, these applicants would need to complete CAFM 4, CAFM 6 and CAFM 14 as well as have 5 years experience in an Indigenous environment. These applicants do not require a CPA designation.

In the fall of 2017 AFOA Canada and CPA Canada began development of a Mentoring Program to improve student success and increase the number of students moving from CAFM to ACAF. Discussions with colleges and universities have begun to develop clear pathways within the CAFM, ACAF and Post Secondary Institutions (PSI) stream.

This group of designated members are committed to improving finance, management and leadership in Indigenous communities. These individuals have a common knowledge base and common skill sets. We need to continue to leverage this network of trained individuals who continue supporting our communities in their journeys toward economic prosperity and self-sufficiency.
The CAFM designation continues to be a prized credential for Indigenous financial management— and one that identifies CAFMs in today’s competitive job market as highly qualified, knowledgeable financial managers who are able to meet the unique challenges of today’s workplace.

**Professional Designations CAFM**

**The Certified Aboriginal Financial Manager (CAFM) Designation**

The designation is based on rigorous competency and ethical standards and a combination of education and experience requirements. Since 1999, AFOA Canada has conferred 608 CAFM designations. In 2017-2018, 12 individuals were granted the CAFM designation.

In July 2008, Chiefs-in-Assembly passed a resolution at the Assembly of First Nations Annual General Assembly signaling their support of the CAFM as a credential when hiring personnel in financial and management positions.

**The CAFM Program**

Completion of the CAFM Educational Program is the first step to receiving the Certified Aboriginal Financial Manager (CAFM) designation. The CAFM Program is composed of fifteen courses. Five of these courses are offered on-line by AFOA Canada.

- CAFM 3 Indigenous Business Law
- CAFM 4 Strategy & Decisions*
- CAFM 6 Indigenous History & Developments
- CAFM 13 Indigenous Ethics Case Study
- CAFM 14 Indigenous Human & Fiscal Issues
  *Also offered in French

This past year, two semesters of courses were offered, beginning September 5, 2017, and February 5, 2018. A total of 124 students enrolled in the CAFM Program on-line courses.

The remaining ten courses required to obtain the CAFM designation are delivered by colleges and universities across Canada. The courses are:

- CAFM 1 Introductory Financial Accounting
- CAFM 2 Business Communications
- CAFM 5 Intermediate Financial Reporting 1
- CAFM 7 Intermediate Financial Reporting 2
- CAFM 8 Information Technology
- CAFM 9 Introductory Management Accounting
- CAFM 10 Corporate Finance
- CAFM 11 Audit & Assurance
- CAFM 12 Ethics & Workplace Skills
- SAGE Accounting Software Application

AFOA Canada has included information on which colleges and universities offer these courses in each province and territory at www.afoa.ca.
This past year the exam was offered three times – June 26, 2017, August 7, 2017, and August 28, 2017. The exam is broken down into two separate parts, Part A (multiple choice) and Part B (written). AFOA Canada would like to thank all our CAFM’s who volunteered their services to mark the CAFM exams this year.

The CAFM Professional Examination is an integral component of the CAFM designation process, assessing the candidate’s knowledge of the required competencies for the CAFM designation. Attendance at the Examination Preparation Workshop is key to ensuring a candidate’s success.

The three-day exam preparation session helps candidates prepare to challenge the CAFM examination and meet others who are also writing the exam.

The workshop is designed to enable participants to:

- Understand effective studying practices for exams;
- Learn about study tips, learner types, dealing with stress, and approaches to a variety of different question types;
- Understand the competencies and curriculum the exam will cover, along with learning objectives, sources and content summaries;
- Write a practice exam; and
- Receive special coaching and direction on selected topics.

AFOA Canada offered one CAFM exam preparation session in Calgary, AB on April 24 - 26, 2017 with a total of 12 participants. We would like to thank Joanne Contant, CAFM, CPA, CGA for providing her services as Exam Preparation Facilitator.

AFOA Canada is working on collaboration with CPA Canada to align the CAFM education program with the CPA’s Advanced Certification in Accounting and Finance (ACAF) program. Together with CPA Canada, we will be creating a path where our CAFM’s can continue their studies toward a CPA designation.

We will continue to offer our CAFM on-line courses in the fall and winter session as well as a CAFM in-person program for the courses offered by AFOA Canada.
The Certified Aboriginal Professional Administrator (CAPA) designation builds capacity in Indigenous administration and identifies CAPA’s as highly qualified administrators who, like all CAFM graduates, are better able to meet the unique challenges of today's workplace.

The Certified Aboriginal Professional Administrator (CAPA) Designation

AFOA Canada undertook the development of this certification program based on the competency requirements of administrators working in Indigenous communities and organizations across Canada. The CAPA Education Program enhances the knowledge, skills, professional development, and capacity of administrators working in Indigenous communities/organizations through professional training and a national certification process. This program will help professionals fulfill their organizational mandates and meet the needs of those they serve.

The CAPA Program

The 2017 AFOA Canada Inaugural International Conference marked the sixth convocation for 32 CAPA designates. There are now 84 CAPAs across Canada. Completion of the CAPA online program is one option to obtain the CAPA designation. The CAPA online program is composed of 16 online courses: CAPA certificate courses (CAPA 1-9) were offered in the 2017-2018 fiscal year.

The CAPA Certificate Level Courses
CAPA 1-8
CAPA 1 Human Resources Management (also offered in French)
CAPA 2 Leadership
CAPA 3 Financial Oversight
CAPA 4 Communication
CAPA 5 Governance Structures & Processes
CAPA 6 Accountability & Performance Reporting
CAPA 7 Planning & Organization
CAPA 8 Values, Ethics & Professionalism

This past year two semesters were offered, beginning September 6, 2017, and January 30, 2018. A total of 24 students enrolled in the CAPA online program. The remaining courses required to receive the CAPA designation are listed below:

The CAPA Diploma Level Courses
CAPA 1-16 (CAPA 1-8 plus 9-16)
CAPA 9 Negotiation & Conflict Resolution
CAPA 10 Knowledge of Community
CAPA 11 Critical Thinking & Analysis
CAPA 12 Knowledge of Culture & Language
CAPA 13 Emotional Intelligence & Professional Development
CAPA 14 Law & Legislative Awareness
CAPA 15 Aboriginal Community Economic Development
CAPA 16 Organizational Behaviour & Capacity Development
CAPA PLAR (Prior Learning and Assessment Recognition)

The CAPA PLAR process requires applicants to submit a portfolio demonstrating that all CAPA competencies have been met or exceeded through prior learning and experience.

This is a rigorous process where applicants are required to provide 3 pieces of evidence demonstrating they have the competencies outlined in the portfolio. Completed portfolios are assessed by trained PLAR Assessors. Recommendations are then made to the Education Committee, which are then approved by AFOA Canada’s Board of Directors.

The CAPA PLAR Self-Assessment and the CAPA PLAR Program application form and information can be found on the AFOA Canada website.

Six applicants successfully completed the CAPA PLAR requirements and received their CAPA designation at the 2017 AFOA Canada Inaugural International Conference in Vancouver. We currently have 8 other applicants working on their portfolios.

CAPA In-Person Program – Scheduled & Customized Cohorts

The CAPA In-Person Program requires participants to attend six intensive weekend sessions held at various venues across Canada, as well as to complete reading and homework assignments between sessions. This fiscal period, three CAPA Cohorts for the In-Person Program were held in Ottawa (Cohort 5), Vancouver (BC Cohort), and Saskatoon (Cohort 6).

- **Ottawa (Cohort 5)** Sessions 4, 5 & 6 were completed with 5 participants.
- **Vancouver (BC Cohort)** Sessions 5 & 6 were completed with 22 participants.
- **Saskatoon (Cohort 6)** Sessions 1-4 were completed with 16 participants.

The 2018-2019 Road Ahead for the CAFM Program

AFOA Canada will be delivering a Quebec customized CAPA Cohort in Listuguj. In addition, scheduled CAPA in-person Cohorts will be delivered in Vancouver (Cohort 7), Winnipeg (Cohort 8), Ottawa (National Cohort 9) and Atlantic.

We will also continue to market the CAPA on-line courses for the fall and winter sessions. We will continue to market the CAPA in-person session and the Prior Learning Assessment and Recognition (PLAR) portfolio process.

At AFOA Canada we look forward to graduating more CAPA’s at our upcoming conference in October 2018 in Ottawa.

AFOA Online Course Instructor Faculty

Our online courses are instructed by a respected and dedicated faculty. We would like to thank these individuals who offer their support to students in the interests of enhancing Indigenous finance and management in Canada. They are:

- **CAFM 3** Indigenous Business Law, Charlene Desrochers, Lawyer/Consultant
- **CAFM 4** Strategy & Decisions, Jim Pealow, CAFM, MBA, CPA, CMA, CMC Managing Partner, Association Management, Consultation & Evaluation Services (AMCES)
- **CAFM 6** Indigenous History & Developments, Jolene Dione, Consultant
- **CAFM 13** Indigenous Ethics Case Study, Rodney Nelson, Ph.D, C.Dir., PAED, CAPA, CEO and Principal of Governance, Global Governance Group
- **CAFM 14** Indigenous Human & Fiscal Issues, Lynn Anderson, CPA, CGA, CAFM, Comptroller, Namgis First Nation
In February 2017, at our national conference, a Memorandum of Understanding was signed between AFOA Canada and the Harvard Business School in Massachusetts. It was a memorable day when 43 AFOA Canada members successfully completed the first Cohort of the Harvard Business School Executive Program, *Leading People and Investing to Build Sustainable Communities* on May 1 to 5, 2017. We did not devise this program on our own. A team from AFOA Canada, AFOA Alberta, the NCAI and the Harvard Business School all worked together to develop the curriculum, including an evaluation.

We are pleased to report at the print of this report that marketing and recruitment for the second Cohort was undertaken with an application deadline of January 2018. More than 75 people applied for 35 spots. The second Cohort will be held May 7-11, 2018 in Boston Massachusetts.

Our commitment to our members and communities doesn’t end there with this program. Each year, with the collaboration of one of our major corporate sponsors Nutrien, AFOA Canada recruits and selects one Indigenous youth to also attend the Harvard Business School program on a scholarship basis. The Indigenous Learning Centre (ILC) sponsors another youth to attend the program, enabling two Indigenous youth to attend. Please see the AFOA Canada website for the latest information on this exciting new program.

Due to the overwhelming success of our students and professionals who attend the program, Harvard Business School had agreed to increase the number of participants from 35 to 50 in 2018.
Leading People and Investing to Build Sustainable Communities
May 1 - 5, 2017
Harvard Business School

"This was a life changing week! Thank you for everything!" 
Rose Nguyen
AFOA delivered a total of 14 Capacity Development Workshops across Canada during the 2017-2018 fiscal period: six pre-conference and eight community workshops with a total of 319 participants. Of these, 167 participated in the pre-conference workshops, and 152 participated in the community workshops.

- Ethical Decision Making and Collaborative Communication (Customized Politics of Ethical Decision Making for Elected Indigenous Leaders) (1 workshop)
- Strategic Planning in First Nations (2 workshops)
- Values and Ethics in the Aboriginal Workplace (1 workshop)
- Banking 201 – The Banking Relationship (1 workshop)
- Developing Business Plans and Funding Proposals (3 workshops)

AFOA Canada was pleased to develop and launch two new workshops this year.

- Understanding the Fundamentals of Procurement and Contracting
- First Nations Governance III: Nation Building

The 2018–2019 Road Ahead for Capacity Development Workshops

AFOA Canada will be delivering five pre-conference workshops at the upcoming 19th National Conference in October. In addition, we will be offering community workshops across Canada.

- Values and Ethics in the Indigenous Workplace
- Human Resources Management Essentials: Module 1 – Professional Practice
- First Nations Community Governance I
- Human Resources Management Essentials: Module 2 – Planning and Staffing
- NEW Developing Business Plans and Funding Proposals II

Capacity Development Workshop Training Impact

- 2007-2008: 267
- 2008-2009: 326
- 2009-2010: 395
- 2010-2011: 447
- 2011-2012: 426
- 2012-2013: 319
- 2013-2014: 267
- 2014-2015: 302
- 2015-2016: 385
- 2016-2017: 447
- 2017-2018: 372

#ATTENDED WORKSHOPS
319
This past year was a combination of milestones and firsts. A great example is the MNP and AFOA Canada Aboriginal Community Excellence Award, which was launched in 2017. This is the first community award of excellence AFOA Canada has ever offered. Our strategy is to profile communities that have done a tremendous amount of work enhancing their financial governance and management; we launched this new award at the inaugural International Conference held on October 5, 2017 in Vancouver.

The selection board chose Doig River First Nation as the inaugural recipient of the 2017 Aboriginal Community Excellence Award. Congratulations!

The marketing campaign for the 2018 award began in April of this year and will be presented at the national conference in Ottawa in October.

Nutrien is now a major corporate member and partner of AFOA Canada and we are pleased that the company sponsored the Nutrien Aboriginal Youth Financial Management Awards. The awards were presented on October 3, 2017 at a special International Conference luncheon.

The recipients who attended the 2017 AFOA Canada International Conference were:

- **AMELIA BOISSONEAU**  Garden River First Nation, Blaine Lake, SK
- **BRIANNA FRANCIS**  Pictou Landing First Nation, Pictou Landing, NS
- **ROBERT MONAGUE**  Chippewas of Nawash Unceded First Nation, Neyaashiinigmiing, ON

Nutrien picked up the cost of travel and the conference for each of the recipients. Nutrien has agreed to sponsor the awards again in 2018, and possibly into the future.
In some respects, we feel not enough can ever be done to narrow the gap on financial literacy. But we have continued our work on Financial Literacy and Capability.

We built upon our important international research and national survey. The Dollars and Sense products for students in elementary, middle and secondary school are available for implementation by interested schools and organizations.

A Retirement Workshop and Banking 201, Negotiating Credit Facilities with a Financial Institution, were developed and successfully piloted at the AFOA Canada National Conference in February 2016. Banking 301, Financing a Major Economic Development Project or Infrastructure Project was also developed. Other banking workshops in the Banking Series continue to be under development.

Every year AFOA works on special articles leading up to the financial literacy month in November. This year we focused on the following themes:

> Achieving Financial Well-being
> Living within your Means
> Managing Money for Student life
> Teaching Kids about Money; and
> Knowing your financial rights and responsibilities.

The President & CEO has served on the National Steering Committee focusing on financial literacy initiatives. Jane Rooney, Financial Literacy Leader in Canada, attended the AFOA Canada International Conference in Vancouver and held a meeting with selected international delegates on financial literacy topics and practices. During the year, a committee was struck on Indigenous issues that is co-chaired by Simon Brascoupé, Vice President, Education and Training at AFOA Canada and Jane Rooney, Financial Literacy Leader in Canada.

AFOA Canada also developed a First Nations Financial Wellness Workshop Manual and Materials which included the following items:

> Financial Literacy Guide/Manual
> Culturally appropriate materials, case studies, scenarios, etc.
> Savings, budgeting, etc.
> Savings and Retirement Planning
> Employability Knowledge and Skills
> Lessons learned and best practices

AFOA Canada has been working with the CRA, Service Canada, and Prosper Canada in piloting workshops for volunteer tax preparation. Volunteers are trained by the CRA to conduct tax filing workshops organized by AFOA Canada in collaboration with First Nations communities.

At its Annual General Meeting, the President & CEO mentioned the amount of Child Care Benefits that are not being accessed by Indigenous people who have not filed their Income Tax returns. He undertook a Call for Action for AFOA Canada certified members to hold volunteer tax clinics in their community so that Indigenous families can access the Child Care Benefits.
Our effort in financial literacy literally goes hand in hand with our strategy to engage today’s Indigenous youth in the areas of finance, management and leadership.

We don’t have a monopoly on engaging and trying to attract Indigenous youth to a career within our realm. This is a shared and common passion with many Canadian corporations, organizations, associations and governments. In fact, engaging and attracting youth to our profession is one of our key mandates; this goal benefits us all. The existing pool of people within the profession does not fill the gaps, or even address the future needs of our communities.

We believe a key component to reach this goal is to get more Indigenous youth as financial leaders and managers, the people who will eventually make the decisions. Our Drive for Five initiative focuses on building that awareness with Indigenous youth and steer them into a potential career in finance or management. For example, all three modules of our Dollars and Sense Program have been developed. We even videotaped the delivery of an elementary school module and use this video for training and promotional purposes. You can find the Dollars and Sense program on our website at www.afoa.ca.

On March 22-23, 2018, AFOA Canada was invited by CPA Canada to share a booth space at the Indspire Indigenous Youth Empowerment Gathering in Winnipeg, MB, an event had an attendance of 800 students. AFOA Canada took this opportunity to promote the AFOA-CPA Partnership for the CAFM-ACAF Alignment as well as the Dollars and Sense Program, and the 13th Annual Nutrien Indigenous Youth Financial Management Awards.

In partnership with the National Indian Brotherhood Trust (NIB Trust), we provided a tremendous amount of financial support to youth through bursary opportunities. The bursaries are for anyone pursuing an education in finance, business and management.

We would like to acknowledge our Corporate Member Worth Allaye Chan Investment Counsel, Raymond James for sponsoring three $1000 bursaries toward Indigenous full-time students attending college or university in a business studies related field.
Although AFOA Canada is non-political, it does manifest and maintain a positive relationship with political bodies, especially Indigenous organizations representative of the communities we serve. Political bodies such as the Assembly of First Nations (AFN) also serve our communities and we want to ensure we are listening to all members. We continue to meet with political organizations and gain their overall support for AFOA Canada’s mandate, and to ensure leaders are briefed directly on AFOA Canada’s activities.

We have a number of partnerships with other existing Indigenous institutions. These include the National Aboriginal Capital Corporations Association (NACCA), Canadian Council for Aboriginal Business (CCAB), First Nations Health Managers Association (FNHMA), First Nations Information Governance Centre (FNIGC), the First Nations Market Housing Fund (FNMHF) and the First Nations Financial Management Board (FNFMB).

We believe in a strong and positive relationship with the Government of Canada, including Indigenous Services Canada (ISC). ISC is a strong supporter of building financial and management capacity at the community level and supports AFOA Canada’s core operations and special projects.

In 2017-2018 we continued to strengthen our relationship with CPA Canada. Our alliance with CPA Canada is demonstrating the legitimacy of our work and mandate as we provide the roadmap to our members’ educational aspirations. Since signing MOU with CPA Canada in 2016, our partnership has helped many who are working towards CPA’s Advanced Certificate in Accounting in Finance program (ACAF). The new CAFM Education Program has been finalized with the CAFM ACAF alignment with CPA Canada. The new changes were announced at the February 2017 National Conference in Calgary, Alberta.

In fall 2017, AFOA Canada and CPA Canada began development of a Mentoring Program to improve student success and increase the number of students moving from CAFM to ACAF. Discussions with colleges and universities have begun to develop clear pathways within the CAFM, ACAF and Post-Secondary Institutions (PSI) stream. This work will continue for three years.
HARVARD UNIVERSITY

Our partnership with Harvard University is a real source of pride for AFOA Canada. We held our first Cohort at the Harvard School of Business in 2017, with 43 Indigenous people from across Canada attending. The Harvard School of Business program offers our members the opportunity to engage in leading-edge discussions in a world-class educational institution.

Due to the overwhelming success and interest in the program, Harvard has agreed to increase the number of eligible participants for the 2018 program from 35 participants to 50.

MARTINS FAMILY INITIATIVE (MFI)

AFOA Canada also has a relationship with the Martins Family Initiative (MFI). The President & CEO sits as an advisor on the MFI regarding the model schools program, mentorship program through CPA Canada, increasing Indigenous accountants and aligning the efforts of the MFI, CPA Canada and AFOA Canada.

THE DIRECTORS COLLEGE

AFOA Canada has partnered with The Directors College which is a collaborative effort between the Conference Board of Canada and the DeGroote School of Business at McMaster University. It is a university accredited corporate director education program. AFOA is creating a pathway for individuals to enrol in a corporate governance program who have completed one or more of the AFOA Canada certifications: Certified Indigenous Leader (CIL), Certified Aboriginal Professional Administrator (CAPA), Certified Aboriginal Financial Manager (CAFM) and/or the AFOA Canada - Harvard University Business School Certificate Program on “Leading People and Investing to Build Sustainable Communities”.

The Directors College
The Public Relations department, along with other key staff and board members continues to refine and enhance the AFOA Canada brand, and our promise. We continue to revise and update the AFOA Canada website, with new additions and changes coming. We rebranded the entire look of our CAFM, CAPA, Corporate and Youth programs that included their marketing collateral.

Communications and Brand Promise

JAM – the Journal of Aboriginal Management
Additionally, the Journal of Aboriginal Management, which is the only journal in Canada that focuses on Indigenous trends and innovations in finance, management, governance and leadership, published an international version to coincide with our first international conference in 2017 in Vancouver. Two editions of JAM are produced every year (spring and fall) and distributed to all members, subscribers and conference delegates at both the international and national conferences.

AFOA Canada Website
As most people are aware, websites are continually changing with the needs of our audiences and our organizational objectives. AFOA Canada is no different and continues to revise, update and enhance the user experience. We strive daily to ensure our content is up to date and the latest programs, services and information are available at your finger tips. The website is a major part of our brand promise and we will continue to strive to improve our website.

Social Media
Social media engagement continues to rise as we continue to use Facebook, LinkedIn, YouTube, Twitter and now Tumblr as social media marketing and communications tools. Social media has turned into a vital communication and marketing channel and AFOA Canada will continue to work towards utilizing these medias in the most efficient and effective means to our members.

Brand Development
We recognize that not all brands are equal. At AFOA Canada we are committed to delivering our brand promise to our membership. We are all about building and delivering capacity in Indigenous finance, management, governance and leadership. We also have a strong commitment and link to Indigenous youth throughout the country. We believe in delivering what we promise in our brand and it is reflected in our communications, public relations and marketing material.

All communications and marketing initiatives must align with AFOA Canada’s vision, mission and goals. Our key messages clearly reflect the strategic priority, purpose and position of the organization.
Strategic Communications Plan

Linked in together with our new five-year corporate plan, is a newly updated strategic communications and marketing plan. This plan will guide the objectives and activities of AFOA Canada public relations staff and our suppliers in delivering our brand promise through our communications and marketing activities. The communications strategy is designed to increase and promote AFOA Canada programs, services and events. It is also designed to increase the demand for employers to require AFOA Canada designations when hiring.

Virtual Library

We developed a Virtual Library where our membership can access information in a digital format. With the help of technology, our members can now access a plethora of digital files, including videos, as a means of accessing educational, training or other related information, quickly and efficiently. Some of the resources available through our virtual library are, but not limited to:

- Reducing Audit Fees and Administrative Burden to Maximize Service Delivery
- Financial Reporting Requirements under the First Nations Financial Transparency Act
- Cybersecurity: Cyber Fraud and Blockchain Technology
- 2012 Keynote Shawn Atleo
- Philanthropy and Qualified Donee Status
- Services Marketing Trends & Opportunities
- 2014 Panel on a Common Destination
- 2014 Panel on Indigenous Financial Literacy
- 2017 Panel on Capacity Development: Unleashing Indigenous Potential
- 2017 Capacity Development: Unleashing Indigenous Potential Keynote by Amanda Young
- 2017 Economic Prosperity Keynote by Hinerangi Raumati-Tu’ua
- 2017 Panel on Community Governance
- 2017 Community Governance Keynote by Ovide Mercredi
- Calendar Year-End Payroll Preparation
- Human Resources Management Essentials IV
AFOA ALBERTA

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MEMBERSHIP
As at March 31, 2018
ASSOC. .............................................. 241
CAFM ................................................ 59
CAPA ............................................... 2
ELDER ............................................. 1
RETIRED ........................................... 1
STUDENT .......................................... 5
TOTAL ........................................... 309

WORKSHOPS & CONFERENCES
15th Annual General Meeting and Governance Conference – Enoch Cree Nation, December 7-8, 2017. This conference had speakers from OCAP – Introduction to Principles, Community Data Repatriation Initiative from Partners, CPA Education Foundation, Privacy Laws, Jurisdictional issues and data security and privacy breaches, Governance and confidentiality; Harris and Company. Seventy-four (74) participated in this event.

Fiscal Institute – Indigenous Learners Gathering – Enoch, March 2-25, 2018. This three-day event gathered one hundred fourteen (114) participants to share in learning and collaborate to address current challenges faced in First Nations communities through discussions, lectures and case studies.

Introduction to Accounting Fundamentals Workshop – Non-credit – Edmonton, October 23-26, 2017. Workshop provided fifteen (15) participants with a comprehensive overview of the accounting cycle. This course is used as an entry path into the CAFM bridge program. The course utilized material developed by the Smith School of Business, Queen’s University.

First Nation & Aboriginal Organization Technical Skills Workshop – 2 three-day Workshops – Enoch Cree Nation, September 6-8, 2017 and in Edmonton, January 22-24, 2018. Twenty-five (25) participants took part in these Technical Skills workshops which focused on instruction on core competencies identified as necessary for key management and finance accounting positions.

First Nation & Aboriginal Organization General Management Workshop – Proposal Writing – Edmonton, November 29-30, 2017. Twenty (20) participants were introduced to the essentials of performance measurement, various tools used in performance appraisal systems and uses of performance appraisal approaches in performance development.

First Nation and Aboriginal Organization Leadership & Group Dynamics Workshop – Edmonton, February 27 to March 1, 2018. Six (6) participants learned enhanced essential skills in Proposal Writing that developed core competencies, including facilitating the resolutions of conflicts and resolving interpersonal and personal problems that effect performance.

First Nations’ Aboriginal Organization Professionalism and Ethics Workshop – Tsu T’ina Nation, March 15-16, 2018. Twenty-three (23) participants developed capacity in areas such as leading team members to the achievement of organizational goals and objectives, how to build and motivate high-performance teams and invitations of input and feedback from the team.

Governance and Chief and Council Workshop – Board Governance – Essentials Skills – Edmonton, March 8 and 9 2018. Seven (7) participants were introduced to board essentials, governance roles, duties and liabilities of a director, board and CEO relationship, bylaw and policies, board dynamics, and evaluations of board and directors.

PARTNERSHIP & ADVOCACY
CAFM Bridge Program – Credit – Aboriginal Management Certificate Sixteen (16) participants continued in the successful CAFM Accounting Bridge Program. Introduction to Business was offered, once a month over a span of two (2) months. The CAFM bridge program was created through a partnership with post-secondary institutions to accelerate participants through a university-level credit program that is part of the CAFM/CPA program.

Learning Management System (LMS) – Capacity Development Tool The learning management system augments the various training programs offered. In addition, it offers an opportunity to enhance skills learned in the workshops. The tool was reviewed for use in certification style programs.

Auditors’ Roundtable – Enoch, May 25, 2017 This one-day event facilitated by AFOA Alberta gathered 23 participants in an Indigenous Services Canada engaged Auditors’ round table with public accounting firms, Indigenous Services Canada and First Nations discussed challenges, opportunities and impediments related to the completion of financial audits of Alberta First Nations.

Mutual Transparency and Accountability Dialogue – Enoch, June 12, 2017 This one-day session was attended by 16 participants. The intent of the proposed sessions was to: engage in discussion and obtain feedback with respect to financial transparency and accountability needs and to explore ways in which mutual transparency and accountability may be achieved and, where possible, identify recommendations on a way forward.” Respecting the resolution of the Alberta Assembly of Tribal Chiefs to rescind the First Nations Financial Transparency Act, the discussions were intended to be broader in scope and looked at reciprocal accountability. AFOA Alberta was invited by Indigenous Services Canada to facilitate and administer a series of discussions between Indigenous Services Canada and First Nations of Alberta.

Comprehensive Community Planning Alberta – Enoch, June 27-29, 2017 This three-day session was attended by 85 participants. Indigenous Services Canada invited AFOA Alberta to develop and host a Comprehensive Community Planning workshop – to enhance and develop capacity within the Alberta First Nations to understand, design and implement a First Nation community plan. The session was based, in part, on practices from other regions and on the Community Development National Strategy.

AFOA ATLANTIC

2017-2018 was an exciting year for AFOA Atlantic as we continue to promote our Chapter and AFOA Nationally.

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Our Chapter represents the 4 Atlantic Provinces with 18 members from New Brunswick, 49 from Nova Scotia, 15 members from Newfoundland, 5 members from PEI and 5 members from Quebec. When compared to last year’s stats, we had 14 members from New Brunswick, 40 from Nova Scotia, 14 members from Newfoundland, 5 members from PEI and 6 members from Quebec.

Key Activities
Fall Conference & AGM was held November 21-22 in Halifax, NS.

The focus of the conference is to ensure that the First Nations are updated on current issues that affect their communities not just in Finance. Presenting Organizations were:

- AANDC
- MNP
- Atlantic Policy Congress
- Borden Ladner Gervais
- Glooscap First Nation
- Ulnooweg Development Group

There were 75 participants in total (same as prior year).

Results of the survey taken at time indicate that the membership would very much like to attend workshops/training sessions in the future.

Other Achievements

AFOA Atlantic was successful in obtaining funding from AANDC for the AFOA Fall conference through the Professional and Institutional Development program. This financial support provides an opportunity for individuals to enhance their skills, increase professional development and address the needs to continue growth in capacity development within their communities.

AFOA Atlantic also held a successful strategic planning session with the Board of Directors. A follow up session was held during the board meeting before the fall conference.

Success Factors

Our success is contributed to a strong membership, our volunteer Board of Directors and the Organizations and First Nations who allow these individuals to be part of AFOA Atlantic.

We would like also to acknowledge the ongoing co-operation and support from other organizations, APC, Tribal Councils, First Nations, AFOA National, Private Aboriginal Companies, and AANDC.

Contribution and participation from these organizations has certainly added great success towards our Conferences and opportunities for capacity development for First Nations.

AFOA British Columbia

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Staff Members
Mike Mearns, CAFM, General Manager
Lisa Wolfe, BA, CAPA, Manager of Training
Margaret Alexander, Office Coordinator
Krysta Elliott, BA, Communications Coordinator

Membership As at March 31, 2018

- ASSOC: 55
- CAFM: 31
- CAPA-CAPM: 4
- STUDENT: 1
- Total: 92

AANDC
MNP
Atlantic Policy Congress
Borden Ladner Gervais
Glooscap First Nation
Ulnooweg Development Group

Projects

Mutual Transparency & Accountability Engagement Sessions - New Fiscal Relationship
Indigenous Services Canada contracted us to organize engagement sessions for First Nation leaders to share their perspectives and ideas on mutual transparency and accountability.

Approximately 80 people participated in these sessions held in 7 BC cities. These sessions were open to all nations in BC.

New Fiscal Relationship Focus Group

After the engagement sessions in June 2017, another series of engagement sessions took place with a focus group format. Participating groups included:

- First Nations Tribal Councils
- Other groups including: First Nations Health Authority, New Relationship Trust, Housing & Infrastructure Council, Vancouver Aboriginal Child & Family Services Society

Audit Preparation Road Show

Back by popular demand, we hosted the audit preparation seminars in 7 communities. 220 people attended. We provide a USB with numerous resources from our library and from First Nations Financial Management Board.

Northern British Columbia Financial Capacity Project

Assess the capacity of selected Northern BC First Nation governments in their ability to manage financial and technological systems. Based on the assessment, the consultants identified gaps and challenges facing each First Nation and prepared a report and a training plan with recommendations to enhance financial procedures and technological systems. Individual training reports were distributed to each nation; a follow up evaluation will take place six - eight months following the assessment to check on progress.

Four Bands participated in this project. We received government funds to purchase both software (ie. Accounting software, payroll software) and hardware such as desktops, scanners, printers for each of the 4 bands.

This project will be funded again by Indigenous Services Canada for the upcoming fiscal year with a larger budget to assist more bands.

2018 Salary Survey

One of our most popular resources is the Salary Survey. It was last conducted in 2015 with 41 nations participating. This year’s survey had 76 nations and provides salaries on numerous positions within band administrations.

Conferences

We delivered four conferences in last fiscal year with a variety of themes which happened in May, September and December and March 2018. The Band Administration and the Financial Management one were both sold out with an average of 100 people.

We hosted two new conferences: a regional one in Terrace – a new host city – 54 delegates attended; mostly locals – it was an opportunity to have small bands with limited budgets attend and send more than one staff.

Another new themed conference was specifically targeted to senior executives employed at band-owned economic development companies. This conference was by invite only as we limited the conference to 50 delegates and covered travel expenses.

Themes included: legal matters, governance and relationship between chief and council and the Economic Development Corporation. We employed a graphic artist to illustrate the presentations – very well received by our delegates. Some great takeaways for all participants.

Supported by registration fees, corporate and government sponsorship.
AFOA British Columbia (Continued)

AFOA BC Community-Based Workshops and New Curriculum

Curriculum Development – Accounting Fundamentals Workshop

In response to a growing demand for an accounting workshop, we designed a workshop that included learning the GAAP principles, and the full accounting cycle. This is intended for those working in FN band offices that have no formal accounting training.

It has been delivered in Prince George, Bella Bella and the Okanagan region.

New Videography Workshop

In March 2018, Okanagan Indian Band approached us about doing workshops related to Financial Literacy. A new videography workshop was created to help community learners learn how to video, edit and document their journey on the road to financial literacy and prosperity.

Community Workshops

We delivered 12 community workshops during this fiscal year. Essentials of Financial Management continues to be a popular one as well as our new one: Accounting Fundamentals. In December 2017, we did a Train-the-Trainer for Financial Fitness to expand our roster of facilitators.

Band Administrators’ Recognition Award

Winner received $1500 to be used towards AFOA products, conferences or community workshops.

Winner: Linda Simon, LaxK’alaams

Best Practice Awards

First Nations Best Practices Awards were presented to the following communities for excellence in First Nations financial management:

> Sumas First Nation
> Tzeachten FN
> K’omoks FN

Winners received a recognition plaque and a $1,500 certificate to use towards AFOA products, conferences or community workshops.

As we look to the forward, AFOA Manitoba will focus on the strength of the membership to build the Chapter. We also look to our friends and relationships to strengthen our ties and share the resources available to our membership. Our youth will continue to be our focus, we will continue with our Annual Youth Conference to motivate and create opportunities for our future leaders. AFOA Canada workshops will provide much needed educational and capacity building for the membership, while also recognizing the education and experience of the Manitoba members in facilitating the workshops. Migwetch...

AFOA Manitoba

Boozhoo, Tansi...

Greetings from the heart of the Nation. We are proud to introduce our 2018/2019 Board.

BOARD OF DIRECTORS

Sharon Stevenson, CAFM, CAPA, President
Jeannie M. Carriere, CAFM, CAPA, Vice-President
Allan Munroe, CAFM, CAPA, Treasurer
Marlene Waterston, CAPA, Secretary
Sheryl McCorrister, CAPA, Director
Lynn Sinclair, CAFM, Director
Chad Bicklimeier, CAFM, Director
Candace McCrorister, CAFM, Director
Joan Gaywish, Director
Desmond Gould, Director
Josh Sinclair, Director
Vacant, Director
Vacant, Director

MEMBERSHIP

As at March 31, 2018

ASSOC ........................................ 127
CAFM .......................................... 57
CAFM-CAPA ................................ 5
CAPA ........................................... 9
ELDER .......................................... 1
RETIRED ...................................... 1
STUDENT ..................................... 19
TOTAL ....................................... 219

LEADERSHIP

AFOA Manitoba held their Leadership Conference in January 2018 and had excellent support from the Manitoba Indigenous community and membership, with more than 100 delegates. Directors sought out partnerships and sponsorships for the Leadership Conference and were able to secure thirteen sponsors and booth participants. We also signed several corporate sponsors, due to the relationship developed at the Conference and with the Director’s involvement. It is wonderful to have the support of your business relationships for the passion the Directors exude for AFOA Manitoba.

AFOA Manitoba would also like to recognize their members who have celebrated success with their accomplishments in 2017-2018:

Ruby Ramsey ......................... CAFM
Candace McCorrister .............. CAFM
Tim Scammel ....................... CAFM
Valerie Ross ......................... CAFM
Sheryl McCorrister ................ CAPA
Sharon Stevenson .............. Harvard Project
Jeannie Carriere .............. Harvard Project
Marlene Waterston ........... Harvard Project
Melanie Desjarlais ............ Harvard Project

AFOA Ontario

ADOA-On in 2017-2018 saw many successes with the workshops while continuing to work as a unified Board of Directors to address the needs of membership.

BOARD OF DIRECTORS

Jacques LePage, CAFM, President
Murray Shawnoo, Vice-President
Wilma Tabobondung, CAFM Secretary-Treasurer
Erin White, Director
Lori St. Germaine, CAFM, Director
Glenda St. Amour, CAFM, Director
Crystal Rieck, Director
Selena Roesler, Director
Shelley Trudeau, Director
Richard Beatty, CPA, CA, CAFM, Director
Provincial Director, MNP LLP
Darlene Lafontaine, CAFM, Director

With much sadness, the Directors lost an integral member of our team due to her passing into the spirit world. Val Pizey will be greatly remembered as a vibrant, passionate, visionary person specifically with AFOA movement both within Ontario and at the National level.

MEMBERSHIP

At the end of the fiscal year, AFOA-ON had a membership total of 256 with 71 members holding the certifications of CAFM and CAPA.

ASSOC ...................... 181
CAFM ...................... 61
CAFM-CAPA .............. 2
CAPA ...................... 8
ELDER ...................... 1
STUDENT ...................... 3
TOTAL ...................... 256

WORKSHOPS

Two workshops were held during the 2017-2018 fiscal year.

Toronto, ON - Sept 13-14, 2017 “New Horizons, New Relationships”
We look forward to building on this fiscal year the organization on an on-going basis. The successes of these workshops could not have been without the volunteers and our Partners. On behalf of AFOA-ON, thank you for your continued support.

**CHALLENGES**

As stated in previous annual reports, the lack of administration support results in difficulty for the Directors to move ahead with the vision of AFOA-ON, which is primarily to deliver and develop capacity within the First Nations and Indigenous organizations throughout Ontario. Volunteer Directors contribute when they can and we have had to keep in mind that the Director’s also play vital roles in their own communities and organizations.

**LOOKING FORWARD**

We will continue to work and refine a strategic plan that will address the needs of the AFOA-ON membership and continue to deliver a minimum of three workshops each year.

**ACKNOWLEDGEMENTS**

Thank you to the Directors, volunteers and partners of AFOA-On who continue to support the organization on an on-going basis. We look forward to building on this fiscal year into 2018-2019.
CHAPTER REPORTS

AFOA SASKATCHEWAN

BOARD OF DIRECTORS
Chris Sicotte, President
Donna Morin, CAFM, CPA, CMA, Vice-President
Maryann Morin, CAFM, CPA, CMA, Treasurer
Lana George, Secretary
Steven Ross (Ex-officio), Director
Donna Angus, Director
Angela Desnomie, CAFM, Director
Laurence Paskemin, Director
Darlene Littlebear, Director
Steven Johnston, Director
Brenda Missens, CAFM, Director
Kyle Christopherson, CPA-CA, CAFM, Director
Cathie Atkins, CPA-CA, CAFM, Director

STAFF
Eugene McKay MBA, B.Comm

MEMBERSHIP
As at March 31, 2018
ASSOC. ........................................ 162
CAFM ........................................... 60
CAPA ............................................. 2
STUDENT ...................................... 3
TOTAL ......................................... 227

CORPORATE MEMBERSHIP: 26
> 2 Webdesign
> 4 Directions Child & Family
> 4-Directions CFS
> AON
> ATCO Sustainable Communities
> CIBC
> CMHC
> CPA Saskatchewan
> Deloitte
> Edwards School of Business
> Ernst & Young
> First Nation Market Housing Fund
> First Nations Bank of Canada
> First Nations Insurance Services LP
> Impact Marketing
> MLT AIKENS
> MNP LLP (Saskatoon)
> PwC
> Saskatchewan First Nations Family & Community Institute INC
> SIEF
> SIGA
> SIIT
> STC Health & Family Services
> Stonefield Software Inc.
> Storozuk Mcclelland Debuschere, CPAs
> TIP/I-IMI

PROGRAMS AND ACTIVITIES
AFOA Saskatchewan is pleased to present our 2017-2018 submission for AFOA Canada’s Annual Report. AFOA Saskatchewan updated our website in the 2017-2018 year. The updated website was launched in January 2018 and is now mobile friendly to keep pace with changing technology. With a more user-friendly look the user of the website can easily find what they are searching for within the website. AFOA Saskatchewan also has two new products within the website. The products are both Free Downloads:
> Planning for Incapacity – A Guide for First Nation People Living on-reserve in Saskatchewan
> Writing a Will – A Guide for First Nation People Living on-reserve in Saskatchewan

In 2017-2018 AFOA SASKATCHEWAN HOSTED THE FOLLOWING WORKSHOPS

Pension Plan Governance Workshop
With a need for more capacity development in the area of pension plan management, the Pension Plan Workshop was developed to help First Nations better govern their respective pension plans. This two-day workshop was designed to provide the administrator of the pension plan with tools and tips to enhance their administration of First Nations pension plans. The workshop was held September 27-28, 2017 with 62 participants. AFOA Saskatchewan would like to thank the facilitators and the participants who made this workshop a success.

Proposal Writing Workshop October 25-26, 2017, Saskatoon, SK
More and more communities are focusing on proposal writing as a necessary skill for their Nation. As a result, AFOA Saskatchewan hosted a two-day workshop on proposal writing. AFOA Saskatchewan wishes to thank the 56 participants who attended the workshop and the facilitators who made this workshop a success. AFOA Saskatchewan will host another proposal writing session in 2018/2019.

Human Resource Workshop November 16-17, 2017, Saskatoon, SK
AFOA Saskatchewan hosted a Human Resource workshop and focused on topics such as: Jurisdictional Issues, Principles of Termination & Constructive Dismissal, The Legalities of HR & your Audit, Resolving Conflict, Recruitment and selection and Finding Work-Life Balance. AFOA Saskatchewan wishes to thank the 52 participants who attended the workshop and the facilitators who made this workshop a success. AFOA Saskatchewan looks forward to hosting this workshop in 2018-2019.

Leadership Workshop
AFOA Saskatchewan hosted a Leadership workshop specific to Chief & Council on January 17-18, 2018 in Saskatoon. The workshop was well attended and provided useful information for the 76 Leaders in attendance. AFOA Saskatchewan wishes to thank all the Chiefs and Council members who participated and thanks to all the speakers. AFOA Saskatchewan looks forward hosting this workshop for Chief & Council in 2018-2019.

Band Administrator Workshop
AFOA Saskatchewan hosted a two-day workshop March 14-15, 2018. The Band Manager Workshop was intended enhance the process for First Nations Band administrators to share their experiences and best practices with other First Nations. The intent of the initiative was to provide two days of training on important topics in management, governance and finance. A total of 54 participants attended this workshop. AFOA Saskatchewan wishes to thank all the facilitators and the participants who made this workshop a success.

Financial Workshops – AFOA Saskatchewan hosted three Financial Workshops in the 2017-2018 year
The Financial Management Toolkit was developed by AFOA Saskatchewan and is meant to enhance the finance and accounting capacity of leadership, directors, program managers and support staff employed at the Band level. Workshop material covered these areas: Finance and Accounting Fundamentals, Reading Financial Statements, Budgeting and Cash Flow Management & the Audit Process. AFOA Saskatchewan hosted the workshops in Regina, January 25-26, 2018, Prince Albert February 14-15, 2018 & Saskatoon, March 5-6, 2018. AFOA Saskatchewan wishes to thank all the 115 participants who attended and look forward to offering these workshops in 2018-2019.

AFOA Saskatchewan’s 19th Annual Fall Conference & Tradeshow AFOA Saskatchewan hosted its annual conference June 13-14, 2017. Highlights of the event:
> 185 Total Participants
> 25 Tradeshow Booths
AFOA Saskatchewan wishes to thank the participants, speakers and the following sponsors who made this event a huge success.
> Edwards School of Business
> First Nation Market Housing Fund
> 2 Webdesign
> Impact Marketing
> CPA Saskatchewan
> ATCO Sustainable Communities
> PwC
> TIP/I-IMI
> Stonefield Software Inc.
> SIGA
> Deloitte
> 4 Directions Child & Family
> SIIT
> STC Health & Family Services
> First Nations Insurance Services LP
> First Nations Bank of Canada
> MNP LLP (Saskatoon)
> MLT AIKENS
> Ernst & Young
> 4-Directions CFS
> CIBC
> CMHC
> AON
> Storozuk Mcclelland Debuschere, CPAs
> Saskatchewan First Nations Family & Community Institute INC
FINANCIAL STATEMENTS

A portion of AFOA Canada’s operations is funded by the Indigenous and Northern Affairs Canada (INAC). Other portions are funded by corporate contributions and generation through AFOA Canada products and services.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>$1,142,409.00</td>
<td>36.5</td>
</tr>
<tr>
<td>National Conference</td>
<td>$1,121,626.00</td>
<td>35.8</td>
</tr>
<tr>
<td>Workshops/Courses (Education)</td>
<td>$438,511.00</td>
<td>14.0</td>
</tr>
<tr>
<td>Membership</td>
<td>$359,998.00</td>
<td>11.5</td>
</tr>
<tr>
<td>Other</td>
<td>$67,170.00</td>
<td>2.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,129,714.00</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
INDEPENDENT AUDITOR’S REPORT

TO THE DIRECTORS OF AFOA CANADA

We have audited the accompanying financial statements of AFOA Canada, which comprise the statement of financial position as at March 31, 2018, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

MANAGEMENT’S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR’S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements present fairly, in all material respects, the financial position of AFOA Canada as at March 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

SUPPLEMENTARY FINANCIAL INFORMATION

Our audit was performed to form an opinion on the financial statements as a whole. The Schedule (pages 46-47) is presented for the purpose of additional analysis and is not a required part of the financial statements. Such supplementary information is the responsibility of management and was derived from the underlying accounting and other records used to prepare the financial statements. The supplementary information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such supplementary information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves.

Chartered Professional Accountants, Licensed Public Accountants
Ottawa, Ontario
July 24, 2018
# AFOA Canada

## Statement of Financial Position

**March 31**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$541,682</td>
<td>$539,909</td>
</tr>
<tr>
<td>Accounts receivable (Note 2)</td>
<td>130,707</td>
<td>329,953</td>
</tr>
<tr>
<td>Investments (Note 3)</td>
<td>1,091,045</td>
<td>1,083,126</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>94,952</td>
<td>184,274</td>
</tr>
<tr>
<td><strong>Total Current</strong></td>
<td>$1,858,386</td>
<td>$2,137,262</td>
</tr>
<tr>
<td><strong>Tangible capital assets (Note 4)</strong></td>
<td>68,781</td>
<td>70,642</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$1,927,167</td>
<td>$2,207,904</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$233,526</td>
<td>$477,492</td>
</tr>
<tr>
<td>Deferred revenue (Note 7)</td>
<td>501,915</td>
<td>536,587</td>
</tr>
<tr>
<td><strong>Total Current</strong></td>
<td>$735,441</td>
<td>$1,014,079</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contractual obligations (Note 8)</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>522,945</td>
<td>523,183</td>
</tr>
<tr>
<td>Internally restricted - Contingency Fund</td>
<td>550,000</td>
<td>550,000</td>
</tr>
<tr>
<td>Internally restricted - Special Ethics Committee</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Investment in tangible capital assets</td>
<td>68,781</td>
<td>70,642</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$1,191,726</td>
<td>$1,193,825</td>
</tr>
</tbody>
</table>

| **Total Liabilities and Net Assets** | $1,927,167 | $2,207,904 |

On behalf of the Board:

Chris Sicotte, Chair

Jeannie Carriere, CAFM, CAPA, Treasurer

The notes are an integral part of these financial statements.
### AFOA Canada
### Statement of Changes in Net Assets

<table>
<thead>
<tr>
<th>For the year ended March 31</th>
<th>Unrestricted</th>
<th>Contingency Fund</th>
<th>Special Ethics Committee</th>
<th>Investment in tangible capital assets</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, beginning of the year</td>
<td>$523,183</td>
<td>$550,000</td>
<td>$50,000</td>
<td>$70,642</td>
<td>$1,193,825</td>
<td>$1,175,038</td>
</tr>
<tr>
<td>Excess (deficiency) of revenues over expenses</td>
<td>(2,099)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(2,099)</td>
<td>18,787</td>
</tr>
<tr>
<td>Acquisition of tangible capital assets</td>
<td>(14,096)</td>
<td>-</td>
<td>-</td>
<td>14,096</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>15,957</td>
<td>-</td>
<td>-</td>
<td>(15,957)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance, end of the year</td>
<td>$522,945</td>
<td>$550,000</td>
<td>$50,000</td>
<td>$68,781</td>
<td>$1,191,726</td>
<td>$1,193,825</td>
</tr>
</tbody>
</table>

The notes are an integral part of these financial statements.
## AFOA Canada
### Statement of Operations

For the year ended March 31

<table>
<thead>
<tr>
<th>Budget (unaudited)</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
</table>

### Revenues

Government contributions:
- Indigenous and Northern Affairs Canada $800,000 $800,000 $700,000
- Special Projects - other governments 360,173 342,409 557,885
- National conference 881,500 1,121,626 1,094,109
- Workshops and Courses 713,798 438,511 683,822
- Membership fees 384,960 359,998 363,084
- Other 21,000 28,070 23,648
- Product Sales 58,380 39,100 20,369

3,219,811 3,129,714 3,442,917

### Expenses

Governance 124,862 103,897 112,897

Operations:
- Staffing and professional development 1,285,041 1,106,958 1,091,184
- Travel 83,500 101,368 63,711
- Telecommunications 77,072 80,448 69,520
- Office accommodations 101,303 91,161 68,770
- Office supplies and equipment leasing 33,774 51,049 41,508
- Professional fees 52,000 60,361 41,472
- Donations (Note 5) - 9,820 34,700
- Amortization of tangible capital assets 15,000 15,957 21,554
- Bank charges, insurance and other 23,598 23,674 17,152
- Postage and courier 11,560 1,479 11,195

1,807,710 1,646,172 1,573,663

Capacity development:
- National conference 681,500 888,932 863,736
- Workshops and courses 283,354 193,250 270,342
- Communications and marketing 105,982 105,440 133,636
- Chapter support 5,000 2,000 5,000
- Certifications and memberships 8,333 266 1,274
- Special projects - government 107,872 79,490 442,551
- Special projects - other 215,000 216,263 133,928

1,407,041 1,485,641 1,850,467

3,214,751 3,131,813 3,424,130

### Excess (deficiency) of revenues over expenses

$ 5,060 $ (2,099) $ 18,787

The notes are an integral part of these financial statements.
AFOA Canada
Statement of Cash Flows

For the year ended March 31

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess (deficiency) of revenues over expenses</td>
<td>$(2,099)</td>
<td>$18,787</td>
</tr>
<tr>
<td>Item not affecting cash:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization of tangible capital assets</td>
<td>15,957</td>
<td>21,554</td>
</tr>
<tr>
<td></td>
<td>13,858</td>
<td>40,341</td>
</tr>
<tr>
<td><strong>Changes in non-cash working capital:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>199,246</td>
<td>(43,964)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>89,322</td>
<td>(113,623)</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>(243,966)</td>
<td>18,007</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>(34,672)</td>
<td>145,016</td>
</tr>
<tr>
<td></td>
<td>23,788</td>
<td>45,777</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(1,091,045)</td>
<td>(1,083,126)</td>
</tr>
<tr>
<td>Proceeds from disposal of investments</td>
<td>1,083,126</td>
<td>1,216,069</td>
</tr>
<tr>
<td>Acquisition of tangible capital assets</td>
<td>(14,096)</td>
<td>(4,774)</td>
</tr>
<tr>
<td></td>
<td>(22,015)</td>
<td>128,169</td>
</tr>
<tr>
<td><strong>Net increase in cash</strong></td>
<td>1,773</td>
<td>173,946</td>
</tr>
<tr>
<td><strong>Cash, beginning of the year</strong></td>
<td>539,909</td>
<td>365,963</td>
</tr>
<tr>
<td><strong>Cash, end of the year</strong></td>
<td>$541,682</td>
<td>$539,909</td>
</tr>
</tbody>
</table>

The notes are an integral part of these financial statements.
AFOA Canada
Notes to Financial Statements

March 31, 2018

1. Accounting Policies

Status and Purpose of Organization
AFOA Canada (the “Association”) is a not-for-profit organization incorporated without share capital on June 30, 1999 by letters patent under the Canadian Corporations Act. Effective July 23, 2014, the Association continued its articles under the Canada Not-for-profit Corporations Act.

The Association is committed to excellence in expanding financial and management capacity for Aboriginal organizations in Canada, and is providing leadership by developing and promoting quality standards, practices, research, certification and professional development.

The Association is exempt from income taxes under Section 149(1)(l) of the Income Tax Act (Canada).

Basis of Accounting
The Association applies the Canadian accounting standards for not-for-profit organizations.

Revenue Recognition
The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unexpended contributions at the end of the contribution agreement are recorded as refundable government contributions.

Membership fees for continuing members cover a calendar year. Fees are recognized in equal amounts over a twelve month period as the Association renders membership services.

Revenue for the National conference, workshops and courses is recognized when the event takes place.

Financial Instruments

Initial and subsequent measurement
The Association initially measures its financial assets and liabilities at fair value. The Association subsequently measures all its financial assets and financial liabilities at amortized cost.

Impairment
Financial assets measured at amortized cost are tested for impairment when there are indications of possible impairment.
1. Accounting Policies (continued)

Financial Instruments (continued)

**Transaction costs**
Transaction costs related to financial instruments subsequently measured at amortized cost are included in the original cost of the asset or liability and recognized in the statement of operations over the life of the instrument using the straight-line method.

Tangible Capital Assets

Tangible capital assets are accounted for at cost and amortized on the basis of their useful life using the following methods and rates or duration:

- Computers: 25% diminishing balance basis
- Office equipment: 20% diminishing balance basis
- Leasehold improvements: Straight line over the term of lease

Contributed Services

Volunteer services and corporate contributions in-kind contributed to the Association are not recognized in these financial statements due to the difficulty in determining their value.

Allocation of Expenses

The Association classifies expenses by object and by function. Operating expenses are allocated to funded projects at the rate allowable per the contribution agreement, which is normally 15%. These allocations from operating expenses to project expenses are presented on the statement of operations as special project expenses.

Fund Accounting

Effective March 31, 2013, the Association established an internally restricted Contingency Fund and the Board approved to restrict $500,000 for the Contingency Fund. This was subsequently raised to $550,000 in fiscal 2016. The fund is based on the possibility of reduced funding, and is set aside to cover potential costs of winding up or significant downsizing of the Association.

Effective July 20, 2010, the Association established an internally restricted Special Ethics Committee Fund and the Board approved to restrict up to $50,000 for the Special Ethics Committee Fund. This fund is for future contracts to investigate certified members’ potential breaching of the standards of ethical conduct. Associated costs include the coordination of investigation and legal review.
### 2. Accounts Receivable

<table>
<thead>
<tr>
<th>Account</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts receivable</td>
<td>$95,147</td>
<td>$268,329</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>3,859</td>
<td>12,804</td>
</tr>
<tr>
<td>HST/QST receivable</td>
<td>22,835</td>
<td>44,807</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>4,826</td>
<td>3,955</td>
</tr>
<tr>
<td>Related party receivable - Indigenous Learning Centre</td>
<td>4,040</td>
<td>58</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$130,707</td>
<td>$329,953</td>
</tr>
</tbody>
</table>

### 3. Investments

<table>
<thead>
<tr>
<th>Investment</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Nations Bank of Canada, guaranteed investment certificates, 0.85% - 1.80%, maturing between July 18, 2018 and March 22, 2019</td>
<td>$1,091,045</td>
<td>-</td>
</tr>
<tr>
<td>First Nations Bank of Canada, guaranteed investment certificates, 0.10% - 1.20%, matured during the year</td>
<td>-</td>
<td>1,083,126</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,091,045</td>
<td>$1,083,126</td>
</tr>
</tbody>
</table>

### 4. Tangible Capital Assets

<table>
<thead>
<tr>
<th>Asset</th>
<th>2018 Cost</th>
<th>2017 Amortization</th>
<th>2018 Cost</th>
<th>2017 Amortization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computers</td>
<td>$59,764</td>
<td>$19,470</td>
<td>$381,647</td>
<td>$346,179</td>
</tr>
<tr>
<td>Office equipment</td>
<td>205,443</td>
<td>176,956</td>
<td>205,443</td>
<td>170,590</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>152,532</td>
<td>152,532</td>
<td>152,532</td>
<td>152,211</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$417,739</td>
<td>$348,958</td>
<td>$739,622</td>
<td>$668,980</td>
</tr>
<tr>
<td><strong>Net carrying amount</strong></td>
<td>$68,781</td>
<td></td>
<td>$70,642</td>
<td></td>
</tr>
</tbody>
</table>
5. Related Party Transactions

The Indigenous Learning Centre is significantly influenced by the Association since the management of the Association is closely involved in developing the policies of the Indigenous Learning Centre and can influence their content.

The Indigenous Learning Centre is incorporated under the Canada Not-for-Profit Corporations Act. As a registered charity within the meaning of the Income Tax Act, it may issue receipts for charitable donations.

The following table summarizes the Association's transactions with the Indigenous Learning Centre for the year:

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>$9,820</td>
<td>$34,700</td>
</tr>
</tbody>
</table>

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

6. Line of Credit

The Association has an authorized operating line of credit of $100,000 that is due on demand and bears interest at the bank's prime rate plus 0.75%, calculated and payable monthly. It is secured by a general security agreement covering all assets. At March 31, 2018, the Association has no amounts drawn under this facility.
7. Deferred Revenue

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshops and Courses</td>
<td>$257,429</td>
<td>$294,372</td>
</tr>
<tr>
<td>Individual membership fees</td>
<td>$120,809</td>
<td>$141,423</td>
</tr>
<tr>
<td>Corporate membership fees</td>
<td>$73,917</td>
<td>$99,042</td>
</tr>
<tr>
<td>National conference</td>
<td>$49,760</td>
<td>$1,750</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$501,915</strong></td>
<td><strong>$536,587</strong></td>
</tr>
</tbody>
</table>

8. Contractual Obligations

The Association leases its premises under a lease expiring on June 30, 2020 and equipment operating leases ending September 2020. Future minimum lease payments total $301,543 and include the following payments over the next three years:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$131,592</td>
</tr>
<tr>
<td>2020</td>
<td>$133,849</td>
</tr>
<tr>
<td>2021</td>
<td>$ 36,101</td>
</tr>
</tbody>
</table>

The Association has commitments for the conference, workshops and courses for the next year. The minimum estimated costs committed by the Association are $4,936.

9. Financial Instruments

**Credit risk**

The Association is exposed to credit risk for its accounts receivable. Some of the Association's receivables are from government sources and the Association works to ensure they meet all eligibility criteria in order to qualify to receive the corresponding funding. The Association provides credit to its members in the normal course of its operations.

**Interest rate risk**

The Association is exposed to interest rate risk on its fixed interest rate financial instruments. Fixed interest instruments subject the organization to a fair value risk, since fair value fluctuates inversely to changes in market interest rates.

10. Comparative Figures

Certain figures for the previous year have been reclassified to conform to the presentation adopted in the current year.
## AFOA Canada

### Schedule - Financial Report - INAC

(unaudited)

For the year ended March 31

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>2018</th>
<th>Variance</th>
<th>Budget to Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Variance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Budget to Actual</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Revenues

<table>
<thead>
<tr>
<th>Revenue Description</th>
<th>Budget</th>
<th>2018</th>
<th>Variance</th>
<th>Budget to Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Revenue INAC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core and National Conference Sponsorship</td>
<td>$820,000</td>
<td>$820,000</td>
<td>$-</td>
<td>-</td>
</tr>
<tr>
<td>Summer Work Experience Program</td>
<td>$12,628</td>
<td>$10,905</td>
<td>1,723</td>
<td></td>
</tr>
<tr>
<td>Virtual Library</td>
<td>$59,361</td>
<td>$59,361</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>Skill Link Program</td>
<td>$23,264</td>
<td>$15,861</td>
<td>7,403</td>
<td></td>
</tr>
<tr>
<td>French Translation for 2017-2018 AFOA National Conference</td>
<td>$48,512</td>
<td>$48,512</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>$963,765</td>
<td>$954,639</td>
<td>$9,126</td>
<td></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>Budget</th>
<th>2018</th>
<th>Variance</th>
<th>Budget to Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core and National Conference Sponsorship</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td>$120,000</td>
<td>$103,897</td>
<td>$16,103</td>
<td></td>
</tr>
<tr>
<td>National conference sponsorship</td>
<td>$20,000</td>
<td>$20,000</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>$483,000</td>
<td>$469,825</td>
<td>$13,175</td>
<td></td>
</tr>
<tr>
<td>Professional fees</td>
<td>$25,000</td>
<td>$53,791</td>
<td>(28,791)</td>
<td></td>
</tr>
<tr>
<td>Office administration</td>
<td>$35,000</td>
<td>$136,764</td>
<td>(101,764)</td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>$72,000</td>
<td>$91,161</td>
<td>(19,161)</td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>$35,000</td>
<td>$59,225</td>
<td>(24,225)</td>
<td></td>
</tr>
<tr>
<td>Telecommunication</td>
<td>$15,000</td>
<td>$21,224</td>
<td>(6,224)</td>
<td></td>
</tr>
<tr>
<td>Travel staff</td>
<td>$15,000</td>
<td>$41,187</td>
<td>(26,187)</td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$820,000</td>
<td>$997,074</td>
<td>(177,074)</td>
<td></td>
</tr>
</tbody>
</table>

| Summer Student Program                       |         |        |                           |                  |
| Salaries and benefits                        | $11,365 | $9,914 | 1,451                     |                  |
| Overhead (10%)                               | $1,263  | $991   | 272                      |                  |
| **Total expenses**                           |         |        |                           |                  |
| **Total expenses**                           | $12,628 | $10,905| 1,723                     |                  |

| Virtual Library                              |         |        |                           |                  |
| Project management                           | $4,266  | $4,265 | $1                        |                  |
| Salaries and benefits                        | $38,657 | $41,333| (2,676)                  |                  |
| Travel                                       | $5,400  | $7,223 | (1,823)                  |                  |
| Translation costs                            | $4,000  | $4,750 | (750)                    |                  |
| Coordination costs                           | $7,038  | $7,484 | (446)                    |                  |
| **Total expenses**                           |         |        |                           |                  |
| **Total expenses**                           | $59,361 | $65,055| (5,694)                  |                  |
AFOA Canada  
Schedule - Financial Report - INAC (continued)  
(unaudited)

<table>
<thead>
<tr>
<th>For the year ended March 31</th>
<th>Budget</th>
<th>2018</th>
<th>Actual</th>
<th>Variance Budget to Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses (continued)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Skill Link Program</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>$20,938</td>
<td>$14,419</td>
<td>$6,519</td>
<td></td>
</tr>
<tr>
<td>Overhead (10%)</td>
<td>2,326</td>
<td>1,442</td>
<td>884</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>23,264</td>
<td>15,861</td>
<td>7,403</td>
<td></td>
</tr>
<tr>
<td><strong>French Translation for 2017-2018 AFOA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Conference</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audio-visual</td>
<td>9,600</td>
<td>9,202</td>
<td>398</td>
<td></td>
</tr>
<tr>
<td>Interpreter</td>
<td>35,312</td>
<td>33,798</td>
<td>1,514</td>
<td></td>
</tr>
<tr>
<td>Document translation</td>
<td>3,600</td>
<td>5,653</td>
<td>(2,053)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>48,512</td>
<td>48,653</td>
<td>(141)</td>
<td></td>
</tr>
</tbody>
</table>

Total expenses: $963,765 $1,137,548 $(173,783)
AFOA Canada has two senior positions.

The President and Chief Executive Officer is paid a salary equivalent to a Government of Canada employee at the EX-03 level ($140,900 - $165,700). He received a six percent pension plan contribution. In addition, he is part of the AFOA Canada employee benefit plan which includes life insurance coverage, long term disability coverage, health and dental care benefits. No honoraria expenses were paid to the incumbent. There was performance pay in the amount of 7.5 percent. The current incumbent was in the position for 12 months.

In terms of travel expenses incurred by AFOA Canada, $18,917.02 was paid to third parties for airfare, hotel, taxi and meeting expenses. In addition, $3,525.44 was paid to the incumbent for the per-diem meals, incidentals and mileage expenses. The incumbent attended six (6) chapter Annual General Assemblies and conferences to speak on AFOA Canada activities, one Board of Directors meetings and presided over the AFOA Canada International Conference in Vancouver, BC. He travelled to 1 site review to select the site for future National Conferences. In addition, he had 8 trips relating to speaking and attending meetings at the AFOA Canada - Harvard Executive Program, Assembly of First Nations, World Indigenous Peoples Education Conference in Toronto, ON, Incentive Works, the Directors College, First Nations Health Managers Association Conference, CPA Canada and MFI and Canadian Council for Aboriginal Business.

The Vice President, Education and Training is paid a competitive salary for similar positions in the job market of the Ottawa-Carleton Region. The position received a six percent pension plan contribution and is part of an employee benefit plan which includes life insurance coverage, long term disability coverage, health and dental care benefits. No honoraria expenses were paid. There was performance pay in the amount of 5 percent of salary. The incumbent was in the position for 12 months.

In terms of travel expenses incurred by AFOA Canada, $9,887.80 was paid to third parties for airfare, hotel, taxi and meeting expenses. In addition, $3,810.35 was paid to the person for per-diem meals, incidentals and mileage expenses. This individual delivered 4 CAPA In-person sessions and was a speaker or attended meetings at the AFOA Canada Harvard Executive Program, CPA Canada, Directors College, AFOA Canada Board meeting, and the AFOA Canada National Conference.

AFOA Canada’s Travel policy for per-diem meal, incidental and mileage rates follow the Treasury Board of Canada rates. Both the President and Chief Executive Officer and the Vice President of Education and Training have travel expenses that are paid by other organizations.
### 2017-2018 Board Remuneration & Travel

<table>
<thead>
<tr>
<th>NAME</th>
<th>TOTAL MONTHS</th>
<th>LOCATION</th>
<th>THIRD PARTY</th>
<th>PER DIEM &amp; MILEAGE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADAMS, STEPHANIE MIKKI</td>
<td>5</td>
<td>RANKIN INLET, NU</td>
<td>2,525.21</td>
<td>246.03</td>
<td>2,771.24</td>
</tr>
<tr>
<td>BRANT, DANIEL</td>
<td>12</td>
<td>TYENDINAGA, ON</td>
<td>5,086.62</td>
<td>1,724.14</td>
<td>6,810.76</td>
</tr>
<tr>
<td>CARRIERE, JEANNIE – SECRETARY/TREASURER</td>
<td>12</td>
<td>THE PAS, MB</td>
<td>8,787.36</td>
<td>3,429.99</td>
<td>12,217.35</td>
</tr>
<tr>
<td>CARTER, JOHN</td>
<td>12</td>
<td>OTTAWA, ON</td>
<td>6,010.53</td>
<td>549.15</td>
<td>6,559.68</td>
</tr>
<tr>
<td>CHRISTMAS, DEBBIE</td>
<td>12</td>
<td>DARTMOUTH, NS</td>
<td>5,943.85</td>
<td>891.51</td>
<td>6,835.36</td>
</tr>
<tr>
<td>DORION, JESSICA</td>
<td>12</td>
<td>Enoch, AB</td>
<td>5,231.07</td>
<td>907.75</td>
<td>6,138.82</td>
</tr>
<tr>
<td>GARON, CAROLINE</td>
<td>12</td>
<td>QUÉBEC CITY, QC</td>
<td>6,526.81</td>
<td>812.77</td>
<td>7,339.58</td>
</tr>
<tr>
<td>LAFONTAINE, DARLENE</td>
<td>12</td>
<td>TIMMINS, ON</td>
<td>1,436.71</td>
<td>185.95</td>
<td>1,622.66</td>
</tr>
<tr>
<td>REIMER, CAROL</td>
<td>12</td>
<td>PRINCE GEORGE, BC</td>
<td>6,334.36</td>
<td>1,239.84</td>
<td>7,574.20</td>
</tr>
<tr>
<td>RICHARD, DAN</td>
<td>12</td>
<td>WINNIPEG, MB</td>
<td>5,341.93</td>
<td>430.77</td>
<td>5,772.70</td>
</tr>
<tr>
<td>SEYMOUR, TRAVIS – VICE CHAIR</td>
<td>12</td>
<td>OTTAWA, ON</td>
<td>5,260.05</td>
<td>573.18</td>
<td>5,833.23</td>
</tr>
<tr>
<td>SICOTTE, CHRIS – CHAIR</td>
<td>12</td>
<td>SASKATOON, SK</td>
<td>9,888.60</td>
<td>651.73</td>
<td>10,540.33</td>
</tr>
</tbody>
</table>

**TOTAL** 68,373.10 11,642.81 80,015.91

**NOTE:** Adams, Stephanie Mikki was voted in at the October 2017, AGM.

Members of the Board of Directors do not receive remuneration for their work associated with serving as members of AFOA Canada’s Board of Directors.