



AFOA ALBERTA

Building a Community of Professionals

ANNUAL
REPORT
2015-2016







AFOA ALBERTA

Building a Community of Professionals

TABLE OF CONTENTS

- 2** MESSAGE FROM THE EXECUTIVE DIRECTOR
- 4** GOVERNANCE AND MANAGEMENT
- 5** AFOA ALBERTA OVERVIEW
- 8** AFOA ALBERTA RESULTS
- 10** CHANGES
- 12** INITIATIVES AND PROGRAMS
- 16** PLANNED INITIATIVES
- 18** SPONSOR ACKNOWLEDGEMENT
- 19** FINANCIAL STATEMENTS



The year also saw the development of a new strategic plan; with objectives to make our organization sustainable and to focus on the real outcomes and impacts of our education and training programs.

MESSAGE FROM THE EXECUTIVE DIRECTOR



The year ending March 31, 2016 was another successful year. The organization saw many programs and initiatives to fruition. After the successful completion of our first cohort completing the CAFM certificate level, many continued to complete our new Certificate in Aboriginal Finance through a partnered post-secondary institution, by completing two additional post-secondary management courses. This certificate creates another rung on the ladder of gaining accreditation in the accounting and management fields for our community members. We also saw the completion of our first cohort of Social Program Directors completing the management essentials course - a program developed and initiated in 2014-2015.

The year also saw the development of a new strategic plan; with objectives to make our organization sustainable and to focus on the real outcomes and impacts of our education and training programs. These objectives will help ensure that we can continue to develop managerial, governance, finance and accounting competencies, that have measurable impacts in the future. We also conducted many workshops, seminars and other programs to assist all community members develop skills that they can bring back to their workplace, to serve their community members.

Our organization continues to develop and deliver products and services that meet the needs of our members while reflecting our unique aboriginal culture. I wish to thank the support of Indigenous and Northern Affairs Canada (INAC) and our volunteer Board of Directors.

Kindest regards,

ROBERT ANDREWS, MBA, CPA, CMA, CAFM
Executive Director, AFOA Alberta

GOVERNANCE AND MANAGEMENT



Left to right: Lisa Richards, Brian , Charlene Bruno, Edwina Stump, Gerald Whitford, Trina Vy, Norm Brennand, Randall Spohn, Michael Zubach, Jessica Dorion

The Board of Directors governs and oversees the operation of the Aboriginal Financial Officers Association of Alberta. The volunteer directors are elected to three-year terms. AFOA Alberta is managed by Robert Andrews with the support of Randa Wright. The head office is located on the Siksika Nation.

BOARD OF DIRECTORS

EXECUTIVE

GERALD WHITFORD *President*
CHARLENE BRUNO, B. COM, ICD. D *Vice President*
MICHAEL ZUBACH, CA, CPA, CAFM *Treasurer*
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DOANE CROW SHOE, B.MGMT
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RANDAL SPOHN, CPA, CA
EDWINA STUMP
TRINA VY, CPA, CMA
VICKI YELLOW OLD WOMAN, BA

STAFF

ROBERT ANDREWS, MBA, CMA, CPA, CAFM *Executive Director*
RANDA WRIGHT *Executive Assistant*



AFOA ALBERTA OVERVIEW

The Aboriginal Financial Officers Association of Alberta is committed to the development of management and governance capacity for First Nation and Aboriginal organizations. The Association provides professional development and training in finance, accounting, general management and governance to AFOA Alberta members, members of First Nation and Aboriginal organizations and others who work with these communities. The Association brings together professionals from a variety of backgrounds to instruct, coach and mentor members of First Nations and Aboriginal organizations. The Association helps members to achieve their Certified Aboriginal Financial Manager designation (CAFM).

AFOA Alberta is incorporated under the Societies Act and its activities are overseen and governed by a board of directors. Its day-to-day operations are managed by the Executive Director.

The Association's programming includes:

- **Workshops and Forums** - addressing specific management requirements and community issues such as good governance, capacity and management development
- **Seminars** - focused training sessions designed for administrators, Chief and Council and First Nations public service
- **Conferences** - addressing best practices in governance, providing a forum for changes in the accounting, regulatory environment
- **Partnership Programs** - programs designed to accelerate the completion of the CAFM through partnerships with post-secondary institutions



The Association brings together professionals from a variety of backgrounds to instruct, coach and mentor members of First Nations and Aboriginal organizations.

AFOA ALBERTA OVERVIEW

CONTINUED

BACKGROUND

The Association has been serving First Nations and Aboriginal organizations for 14 years and has 306 members as of the year ending March 31, 2016. This includes members from all treaty areas, public accounting firms, and government departments and agencies serving First Nations and Aboriginal populations. Extensive programming has resulted in instruction in fundamentals of finance, accounting, management and governance. In addition, many current issues have been addressed, such as changes in accounting practices. Many tools have also been developed to enhance capacity within Aboriginal organizations. Tools include workbooks and workshops in personal financial literacy, governance and management assessment tool, and structured problem solving. In addition, the organization has established links with the accounting and auditing community and is addressing a critical role in identifying and addressing challenges with the First Nations communities. The organization has started building connections with Alberta post-secondary institutions to create pathways for First Nation members to achieve their CAFM designation.

COMMUNITY-DRIVEN & PROGRESSIVE

The organization recognizes the need to develop capacity within First Nations and that ongoing training is essential to develop skills, improve capacity in governance and management and one effective approach is to continue to offer instruction at many skill levels. In addition, instruction is complimentary and progressive, that is, instruction builds on past courses. The organization believes that effective training can be developed and offered at the grass roots level - an approach reflected in the programming of AFOA Alberta. Feedback is gathered from all sessions and this feedback is directly incorporated into future programming. Careful attention is paid to problematic areas and programs are developed to address these challenges. These areas are also linked with the position specific competency maps - directly linking skills with positions in management and finance. AFOA Alberta has also created a management program for mid and senior level public administrators and managers.

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ALBERTA-WIDE MEMBERSHIP

The membership includes First Nation participants from all treaty areas. Events include strong levels of participation from Treaty 6, 7, and 8. Membership also includes many organizations that provide services to the Aboriginal and First Nations communities.



FIVE-YEAR STRATEGIC GOALS

The strategic plan drives the current and future year's initiatives. Each initiative furthers the achievement of AFOA Alberta's strategic plan and objectives. The 2016-2020 AFOA Alberta business plan has five strategic goals and associated activities:

- 1** Develop a sustainable organizational model and improve self-sufficiency.
- 2** Increase First Nation and Aboriginal participation in certification and professional development and further enhance capacity through expanded programs and a broader market focus.
- 3** Implement a credible and reliable process to understand the outcomes and impacts of our programming and to communicate the same.
- 4** Implement an effective marketing strategy, emphasizing the scope, depth and breadth of the training while ensuring the content is reflective of the needs of the communities we serve.
- 5** Improve the overall quality of programming through accreditation by partnering with post-secondary institutions and provincial regulators.

The organization is committed to meeting its strategic goals by offering programming that meets the needs of First Nation communities and is congruent with the organization's strategic directions. It is recognized that long-term success requires having greater numbers of First Nation and Aboriginal people pursue the Certified Aboriginal Financial Manager designation or other business and accounting designations. This is foundational to achieving improved health and well-being in First Nation communities. Our renewed focus is to ensure financial sustainability and to develop a process to measure the outcomes and impacts of our programming. It is our aim to increase the number of First Nation members pursuing accreditation and to create stronger linkages between our organization and the management discipline.

WORKSHOP RESULTS

The survey results focus on the quality of the learning and its relevance to the workplace. Excellent results from our training programs and workshops, with respect to relevance, value and application to the participants' workplace, continue to be reported by workshop participants.

AVERAGE OF SURVEY RESULTS BY SESSION
STRONGLY DISAGREE = 1 / STRONGLY AGREE = 7

	RELEVANCE The knowledge and skills learned are relevant to my work	APPLICATION I can directly apply the learning objectives to my work	VALUE Overall rating of session
First Nation Financial Audit Information Session	5.8	5.5	5.7
13TH AGM Governance Conference	6.3	6.3	6.4
Fiscal Institute - Aboriginal History and Development	6.6	6.6	6.8
Fiscal Institute - Introduction to Accounting	6.9	6.9	6.8
Fiscal Institute - Managing Workplace Conflict	6.5	6.3	6.7
Introduction to Accounting Workshop	4.9	5.2	6.3
Business Math - Using Excel	5.5	5.0	6.1
Introduction to Excel	6.5	6.6	6.8
Business Math Essentials	6.6	6.6	6.7
Group Dynamics - Effective Workplace Communication	6.6	6.4	6.5
Change Management - Leading Effective Workplace Change #1	6.4	6.2	6.5
Change Management - Leading Effective Workplace Change #2	6.9	6.7	6.8
Budgeting Basics	6.2	5.9	6.5

RESULTS



PARTICIPANT DISTRIBUTION

Our sessions were attended by 422 participants from all three treaty areas, as well as Aboriginal organizations, industry representatives and government employees. Graphic excludes 35 undisclosed title participants and participants in Social Director Network meetings and training.

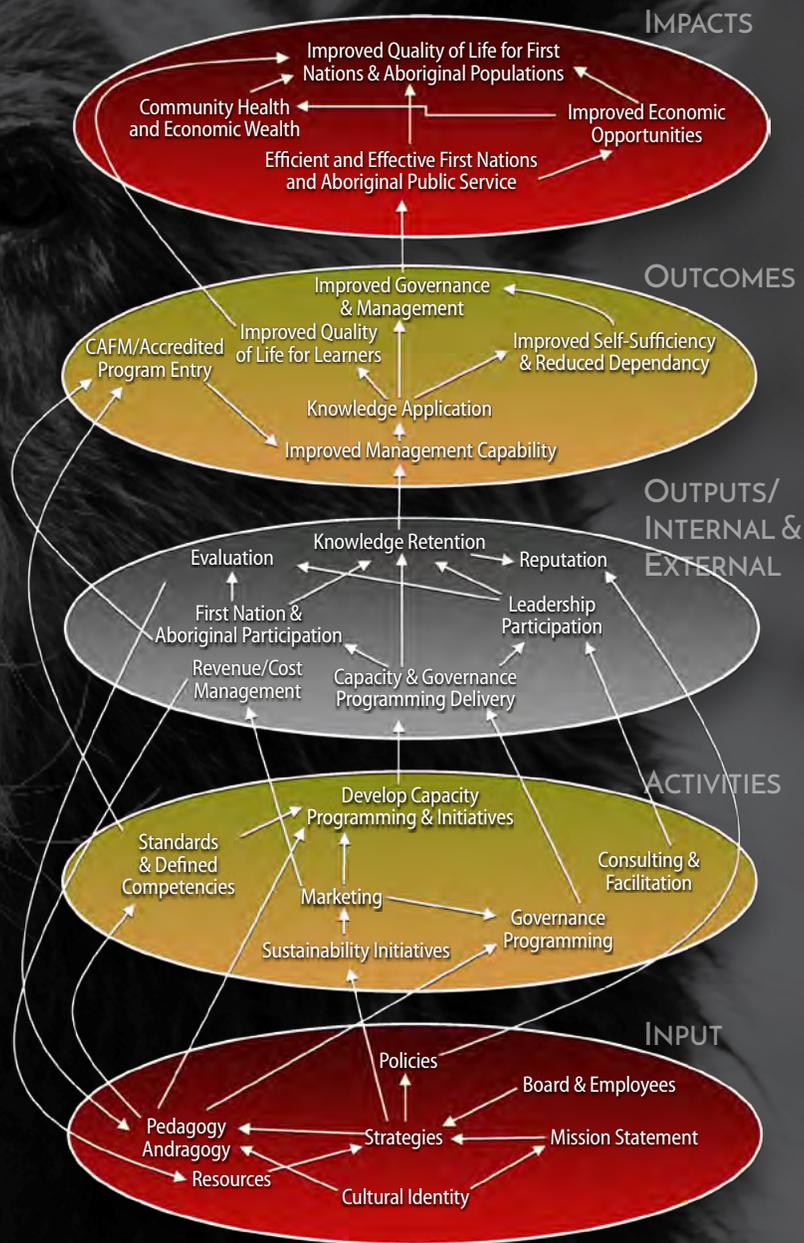


AFOA ALBERTA'S THEORY OF CHANGE AND CAUSAL LINKAGE DIAGRAM

The organization uses a causal linkage diagram, based on an underlying theory of change model to link its activities to its desired impacts. The theory of change model forms the basis of the understanding of the connections between the organization's products and services and the planned results.

The diagram links activities and outputs to desired outcomes and impacts. The causal linkage diagram is a roadmap to the outcome - of improved quality of life for First Nation and Aboriginal people. The diagram is invaluable in making logical connections between the products and services (outputs) and the desired results. The model provides a basis for evaluation and a tool to highlight critical steps in achieving results.

ROAD MAP TO RESULTS - CAUSAL LINKAGE MODEL



ROAD MAP TO RESULTS

CHANGES

LINKING THEORY TO REAL WORLD RESULTS

Developing managerial capacity is connected with real changes in First Nation communities. Increasing skills in finance, governance, management and accounting results in personal and professional opportunities. Application of these skills in the workplace helps to improve program outcomes and, over time, will strengthen Aboriginal communities and improve program outcomes to better serve all community members.



Application of these skills in the workplace helps to improve program outcomes and, over time, will strengthen Aboriginal communities and improve program outcomes to better serve all community members.

“What has changed since I got my certificate in Aboriginal management? My confidence. I feel more confident to identify issues and add to and improve work processes and to make better decisions.

I recently received a raise – which I attribute to the certification. It’s given me opportunities, I am better able to support my family, support my son in football.

I feel the increase in knowledge on the managerial side – organizational behaviour – has improved my understanding of accountability and responsibility. I feel I write better memos and reports as a result of the business communication course, and I can share with my director things I learned in business law. I’ve been able to apply much from the computer course, I am using 75-80% of the content. I’ve been able to assume more responsibility.

My next steps? Continuing with the program. I am going to step up and mentor the new accounting students – I am going to help where they need it, even if it is just being someone to talk to if they are having a crazy day. I can help when they feel they don’t have the energy, just someone to talk to, to explain these days will happen and there is a way to get things done.”

TAUNJA STRONGMAN



“AFOA Alberta courses are more relevant – they have a First Nations perspective – it’s more relevant and it’s helping us succeed and do better in our communities.”

“I’ve done all the work for the Aboriginal certificate – I now have the confidence to lead my staff and help my Board of Directors. I take initiative, I feel confident in my ability to lead them, human resource matters, conflict resolution, organizational behaviour and even understanding our clients better.

I invited our board to attend the Introduction to Accounting training and we have one board member pursuing his Certified Aboriginal Financial Manager certificate. I felt the training was good for them, it’s experience they can take to other boards. It’s a learning experience. They look at budgets more objectively, they know income is not cash and it is much better. They are more interested in our investments.

I feel more optimistic and hopeful, I am trying to steer my son towards business management – because we have a demand and a need in our communities! I’ve always wanted to be an accountant not a manager, but now I have been promoted to a manager and I like it. There is still accounting. I want to speed up the process to pursue my education! I enjoy learning and I enjoy teaching, I am facilitating and training for a money management course on my reserve. I want to take what I learn and bring it back to my community, teach people about credit and budgeting. AFOA Alberta courses are more relevant – they have a First Nations perspective – it’s more relevant and it’s helping us succeed and do better in our communities.”

TONI WHITEBEAR

INITIATIVES AND PROGRAMS

■ 13TH ANNUAL AGM AND GOVERNANCE CONFERENCE

The Annual General Meeting is the capstone event for AFOA Alberta, and was held on October 19 & 20, 2015. The AGM and Governance Conference brought together 78 participants spanning the full scope and breadth of Aboriginal governance and management and provided timely and relevant plenary and concurrent information and instructional sessions. The governance conference provided participants an abundance of valuable information and further developed Aboriginal governance, financial, accounting and management capacity. Sessions were organized around the four core streams, technical skills, general management, team leadership and group dynamics and professionalism and ethics. Topics included Understanding Leadership, The Management Function, and Financial Leadership.



■ FIRST NATIONS' FINANCIAL AUDIT INFORMATION SESSION

AFOA Alberta hosted an information session regarding the Financial Audit of First Nations and Tribal Councils in Enoch that brought together 100 participants. The session was held June 1, 2016 and included speakers from an accounting firm as well as speakers from INAC. Topics included: "Audited Financial Statements - the Auditors' Perspective"

and "The Audited Financial Statement Review". Questions from participants were encouraged and networking opportunities were available to discuss issues. This session was suitable for the senior accounting member of a First Nation or Tribal Council.

■ FISCAL INSTITUTE - LEVELS 1, 2 & 3

The Fiscal Institute gave financial and accounting officers, managers, administrators and leaders the opportunity to develop and broaden their knowledge and expertise in the fields of finance, accounting, governance and general management. This 3-day event was held in Enoch Cree Nation on March 29-31, 2016 and had 33 participants. Training focused on a comprehensive overview of Aboriginal History and Developments, (Level 1), Introduction to Accounting (Level 2) and Conflict Management, Resolution and Mediation (Level 3). Sessions were complementary to offerings from prior Fiscal Institute, so participants from prior year, (same level) benefited or alternative participants advanced through the levels.



■ INTRODUCTION TO ACCOUNTING

Introduction to Accounting provided participants with a comprehensive overview of introductory accounting, including generally accepted accounting principles, transaction classification and analysis, completion of financial statements, and basics of NPV calculations. The course can be used as an entry path into the CAFM bridge program. This four-day session was held February 16-19, 2016 and had 18 successful participants.

■ CAFM BRIDGE PROGRAM - CREDIT - ABORIGINAL MANAGEMENT CERTIFICATE

This program was a continuation of the successful CAFM Bridge Program, including Organizational Behaviour and Business Computers. The CAFM Bridge Program was created through a partnership with post-secondary institutions to accelerate participants through a university level credit program that was part of the CAFM/CPA program. These courses built on the prior credit accounting, business law and business communication bridge programs. These programs form part of the curricula for the Chartered Professional Accountant (CPA) program. In addition, they will ladder into a new certification, the Aboriginal Management Certificate, to be awarded by a leading polytechnic in Alberta. This program was divided into block sessions, once per month, with 41 participants, and was completed March 6, 2016.

■ ORGANIZATIONAL BEHAVIOUR - MANAGEMENT 250

The purpose of the program was to introduce participants to an overview of human behaviour in organizations at the individual, group, and organizational level and the effect of each on organizational effectiveness. 24 participants developed further capacity in individual differences, motivation, communication, team building, power and politics, conflict resolution, leadership, organizational culture and organizational change. The sessions were completed at the SAIT Campus in Calgary, November 13-15 and December 4-6, 2015. 24 out of 24 passed the course - 100 %!

■ BUSINESS COMPUTERS - BCMP 225

This program was a continuation of the successful CAFM Accounting Bridge Program. Participants gained expertise in managing and customizing the Windows Environment; effectively using Internet resources; creating professional documents in Word; developing spreadsheets to calculate and manage data in Excel; building PowerPoint presentations, and manipulating data in Access to extract and analyze meaningful information. This program had 17 participants, and the sessions were completed January 9th & 10th, February 6th & 7th, and March 5th & 6th, 2016.

■ FIRST NATION & ABORIGINAL ORGANIZATION TECHNICAL SKILLS WORKSHOPS

The series of two day events were held in Enoch Cree Nation, November 19th & 20th, December 9th & 10th and December 12th & 13th, 2015 and had 52 participants. This year's workshop focused on three components, Business Math Using Excel, Introduction to Excel, and Business Math Essentials. The specific competencies developed during the sessions included the ability to compile budget data and documents based on estimated revenues and expenses and previous budgets; create special purpose reports to assist in the decision-making process; and skilled use in spreadsheet programs, with the ability to manipulate data in multi-level spreadsheets.

INITIATIVES AND PROGRAMS

CONTINUED

■ FIRST NATION AND ABORIGINAL ORGANIZATION GENERAL MANAGEMENT WORKSHOP

Certified Aboriginal Financial Manager Courses 3 & 14 In-Person Program

The CAFM In-Person Program was conducted over 5 days, from September 11-15, 2015, as part of the General Management Program. 27 participants took part in two courses, CAFM 3 – Aboriginal Law and CAFM 14 – Aboriginal Human and Fiscal Issues. These courses were required courses for the Certified Aboriginal Financial Manager (CAFM) diploma.



■ FIRST NATION AND ABORIGINAL ORGANIZATION LEADERSHIP & GROUP DYNAMICS WORKSHOPS

The two-day event was held January 19th & 20th, 2016 and had 15 participants. The topics varied, and included team leadership, conflict management, staff coaching and training, human resources and performance management. The workshops provided practical instruction in effective workplace communication, including communicating clearly and concisely, active listening, the role of non-verbal communication, the effects of conflict on communication, and basics of report writing including structure and format. Electronic forms of communication were also discussed.

■ FIRST NATIONS AND ABORIGINAL ORGANIZATION PROFESSIONALISM AND ETHICS WORKSHOP

33 participants attended the two-day event on February 1st & 2nd and on March 17th & 18th, 2016 in Enoch, Alberta. The Professionalism and Ethics workshop focused instruction on confidentiality and privacy, ethical role modeling, and building trust and transparency in an organization. The intent was to develop core competencies as identified and, through a strategy of retention and application, to have the participants return to their organizations and apply the skills. The format for the workshops were small focused groups, emphasizing hands-on exercises, demonstration, and instruction in the construction of templates and other management tools.

■ GOVERNANCE AND CHIEF AND COUNCIL WORKSHOP

The two-day workshop was completed January 14th & 15th, 2016. The workshop was open to the Chiefs and Councilors of First Nations, as well as Boards of Directors of Aboriginal organizations, and was attended by 11 participants. The primary aim of the initiative was to provide a comprehensive overview of issues relating to governance, including roles and responsibilities, segregation of duties, oversight roles and responsibilities and other essential skills identified. Emphasis was on real world examples, direct hands-on participation in exercises, examination of the challenges faced by Chief and Council and Boards of Directors and how those challenges impede their effectiveness. Different types of budgets were discussed, including the budgeting process, budget reporting, the master budget, as well as capital expenditures and forecasting methods.



■ LEARNING MANAGEMENT SYSTEM

Our Learning Management system will be enhanced to develop a mechanism for self-assessment of competencies based on the Aboriginal Public Services Competency maps. These competency maps are based on the accounting profession competencies (CPA), the CAFM competencies, and actual First Nation position requirements.

■ MANAGEMENT TRAINING PROGRAM DELIVERY

The Management Fundamentals Training Program assessed and identified management skills requirements and gap assessments and developed modularized courses to teach management essentials to 14 selected managers and directors of Aboriginal Social Programs. The purpose of the initiative was to develop an understanding of the necessary management skills required to effectively manage and direct social services. The initiative included components to determine the impediments to effective management including contextual and personal skill capacity. The program began in the prior year; five sessions were conducted to finalize the eight modules.

FACILITATED SESSIONS

■ SOCIAL DIRECTORS NETWORKING GROUP MEETINGS

The Social Directors Networking Group was tasked with organizing the Annual Conference and developing terms of reference for the working group. Meetings were intended to support the Social Networking Group and completed through facilitation of sessions and administrative support for travel and facilities. The sessions were used to organize an annual conference and to develop a set of terms of reference for the group, outlining essentials such as membership, communication process, and limits of the group. This was finalized during the fiscal year.

■ FIRST NATION DEVELOPMENT FUND WORKSHOP

Two three-day workshops were completed during the fiscal year. These workshops were developed and delivered by AFOA Alberta and focused on accounting principles, budgeting and cash flow management.



PLANNED INITIATIVES AND PROGRAMS

FOCUSED PROGRAMMING BASED ON ESSENTIAL COMPETENCIES

We will continue to focus on competencies based on technical knowledge, general management, leadership, group dynamics, professionalism and ethics. We will also work to deliver the accounting fundamentals program to Boards and leadership. The workshops will be hands-on, small group sessions to encourage participation and interaction between facilitators and participants. The focus will not solely be on teaching management competencies but will include skills retention and the application of these skills in our members' communities.

■ 14TH ANNUAL AGM AND GOVERNANCE CONFERENCE

The Annual General Meeting and Governance Conference is the capstone event for AFOA Alberta and will be held in conjunction with a two-day governance conference. Sessions will focus on management, governance and administration topics. The 2-day conference will bring an expected 125 participants together in October, 2016. Topics covered will include personal financial literacy, best practices in management and governance, and changes in the accounting and regulatory environment. The session will be valuable for both First Nation and Aboriginal organizations as well as individuals in finance, supervision, management and leadership.

■ FISCAL INSTITUTE LEVELS 1, 2 & 3

The four-day event will be held in Enoch in February, 2017. The Fiscal Institute gives financial and accounting officers, managers, administrators and leaders an opportunity to develop and broaden knowledge and expertise in the fields of finance, accounting, governance and general management. The workshop format focuses on smaller groups with more intensive training and hands-on exercises to strengthen learning. The sessions will offer training for a range of skills and positions, from new staff to experienced leaders and managers.

■ INTRODUCTION TO ACCOUNTING / NON-CREDIT

This four-day workshop will be conducted once during the 2016-2017 fiscal year and will provide participants with a comprehensive overview of introductory accounting, including, generally accepted accounting principles, transaction classification and analysis, completion of financial statements, and basics of NPV calculations. The sessions will be facilitated by an accountant and information will be provided about options to enter into accounting programs. This program will also be positioned as a starting point into a further proposed program, offering full credit courses at an approved post-secondary institution anticipated to be offered for a second time in the 2016-2017 year.

■ CAFM BRIDGE / CREDIT / ABORIGINAL MANAGEMENT CERTIFICATE

This program is a continuation of the successful CAFM Bridge Program, including Accounting, Business Law and Business Communication. The CAFM Bridge Program is 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. The program is part of an Aboriginal management certificate program currently in development. These courses are additional entrance points into formal studies for the CAFM designation.



■ FIRST NATION & ABORIGINAL ORGANIZATION TECHNICAL SKILLS WORKSHOP

The two-day event (with 2 sessions planned) will be held in Enoch and Calgary during the 3rd and 4th quarters of 2016. This workshop is designed to develop basic computer skills using spreadsheets, and will introduce Excel to new users. Prior events have focused on essential skills in Excel, budgeting basics as well as Basic Business Math. The Technical Skills workshop will focus on instruction on core competencies identified as necessary for key management and finance accounting positions.

■ FIRST NATION AND ABORIGINAL ORGANIZATION GENERAL MANAGEMENT WORKSHOP

The two-day event will be held during the third quarter of 2016 and first quarter of 2017. Past sessions have included budgeting and planning, strategic planning, structured problem solving and change management and will bring together 50 participants from First Nations and First Nation organizations.

■ FIRST NATION AND ABORIGINAL ORGANIZATION LEADERSHIP AND GROUP DYNAMICS WORKSHOP

The two-day event will be held during the second quarter of 2016 and first quarter of 2017. One or more sessions shall be focused on leadership skills in the CAFM certificate program cohort. One session is planned to include a leadership retreat that focuses on applying the skills they have learned during the bridge program. This program may also be utilized to offer training at the post-secondary level.

■ FIRST NATION AND ABORIGINAL ORGANIZATION PROFESSIONALISM AND ETHICS WORKSHOP

This series of workshops in November and December 2016 will focus on professionalism and ethics. Topics will include confidentiality and privacy, ethical role modeling, and building trust and transparency in an organization.

■ GOVERNANCE AND CHIEF AND COUNCIL WORKSHOP RETREAT

The workshop will be open to First Nations Chiefs and Councilors and Board members of Aboriginal organizations. The primary aim of the initiative shall be to provide a comprehensive overview of issues relating to governance, including roles and responsibilities, segregation of duties, oversight roles and responsibilities. Emphasis shall be on real world examples, direct hands-on participation in exercises and examination of the challenges faced by Chief and Council and Boards of Directors and how those challenges impede their effectiveness.

INITIATIVES CONTINUED IN 2016-2017

■ LEARNING MANAGEMENT SYSTEM

Our Learning Management System will be enhanced to develop a mechanism for self-assessment of competencies based on the Aboriginal Public Services competency maps. These competency maps are based on the accounting profession competencies (CPA), the CAFM competencies and actual First Nation position requirements.

ACKNOWLEDGEMENT OF SPONSORS

Once again, the Aboriginal Financial Officers Association of Alberta wishes to acknowledge the very important role of Indigenous and Northern Affairs Canada (INAC) in the support of many of the programs delivered to First Nations and Aboriginal organizations in Alberta. In addition, we wish to thank our sponsors for their support of our Fiscal Institute and our CAFM program.



AFOA CANADA

Building a Community of Professionals



Indigenous and
Northern Affairs Canada

Affaires autochtones
et du Nord Canada

MNP
LLP



FINANCIAL STATEMENTS

- 20** INDEPENDENT AUDITORS' REPORT
- 21** MANAGEMENT RESPONSIBILITY STATEMENT
- 22** STATEMENT OF OPERATIONS, STATEMENT OF CHANGES IN NET ASSETS
- 23** STATEMENT OF FINANCIAL POSITION
- 24** STATEMENT OF CASH FLOWS
- 25** NOTES TO THE FINANCIAL STATEMENTS
- 29** SCHEDULE OF REMUNERATION AND EXPENSES



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Independent Auditors' Report

To the Directors of Aboriginal Financial Officers Association of Alberta

We have audited the accompanying financial statements of Aboriginal Financial Officers Association of Alberta, which comprise the statement of financial position as at March 31, 2016, 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.

Auditors' 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 auditors' 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 auditors consider internal control relevant to the organization'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 organization'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 Aboriginal Financial Officers Association of Alberta as at March 31, 2016, 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.

Edmonton, Canada
July 25, 2016

A handwritten signature in black ink that reads "Crowe Mac Kay LLP".

Chartered Professional Accountants



Management Responsibility Statement

The accompanying financial statements of Aboriginal Financial Officers Association of Alberta are the responsibility of management and have been approved by the Board of Directors.

The financial statements have been prepared by management in accordance with Canadian accounting standards for not for profit organizations prescribed by the Accounting Standards Board of Canada Chartered Professional Accountants and as such include amounts that are the best estimates and judgments of management.

Management is responsible for the integrity and objectivity of these statements and for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and is ultimately responsible for reviewing and approving the final financial statements.

The Board of Directors meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the financial statements and the external auditors' report.

The external auditors, Crowe MacKay LLP, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Aboriginal Financial Officers Association of Alberta and meet when required.

On behalf of Aboriginal Financial Officers Association of Alberta:

Justin Horvath
Director

July 27, 2016
Date

[Signature]
Executive Director

July 27-2016.
Date

Aboriginal Financial Officers Association of Alberta

Statement of Operations

For the year ended March 31,	2016	2015
Revenues		
Indigenous and Northern Affairs Canada (note 5)	\$ 410,577	\$ 541,335
Conferences, workshops and sponsors	117,394	137,522
Membership fees	62,898	61,120
Interest income	1,523	-
	592,392	739,977
Expenditures		
Advertising and promotion	17,214	10,673
Amortization	1,454	1,953
Board travel	22,722	18,950
Conferences, workshops and forums	248,762	305,154
Insurance	3,563	3,264
Office supplies	4,673	2,819
Professional fees	11,946	9,430
Rent	9,600	9,600
Special projects	-	3,752
System support and maintenance	1,376	1,488
Telephone and utilities	1,800	1,800
Training	23,199	23,197
Travel	10,650	9,130
Wages and benefits	183,391	174,773
	540,350	575,983
Excess of revenues over expenditures	\$ 52,042	\$ 163,994

Statement of Changes in Net Assets

For the year ended March 31,	Unrestricted Capital assets		Total 2016	Total 2015
Balance, beginning of year	\$ 668,692	\$ 4,372	\$ 673,064	\$ 509,070
Excess (deficiency) of revenues over expenditures	53,496	(1,454)	52,042	163,994
Purchase of equipment	(3,687)	3,687	-	-
Balance, end of year	\$ 718,501	\$ 6,605	\$ 725,106	\$ 673,064



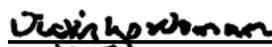
Aboriginal Financial Officers Association of Alberta

Statement of Financial Position

March 31,	2016	2015
Assets		
Current		
Cash	\$ 914,660	\$ 935,518
Accounts receivable (note 3)	75,185	78,479
Prepaid expenses	2,185	2,275
	992,030	1,016,272
Equipment (note 4)	6,605	4,372
	\$ 998,635	\$ 1,020,644
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 9,156	\$ 11,430
Deferred contributions (note 5)	264,373	336,150
	273,529	347,580
Net Assets		
Unrestricted	718,501	668,692
Capital assets	6,605	4,372
	725,106	673,064
	\$ 998,635	\$ 1,020,644

Contingent liabilities (note 6)

Approved on behalf of the Board:



Director



Director

Aboriginal Financial Officers Association of Alberta

Statement of Cash Flows

For the year ended March 31,	2016	2015
Cash provided by (used for)		
Operating activities		
Excess of revenues over expenditures	\$ 52,042	\$ 163,994
Item not affecting cash		
Amortization	1,454	1,953
	53,496	165,947
Change in non-cash working capital items		
Accounts receivable	3,294	(48,748)
Prepaid expenses	90	257
Accounts payable and accrued liabilities	(2,274)	11,430
Deferred contributions	(71,777)	(16,047)
	(17,171)	112,839
Investing activity		
Purchase of equipment	(3,687)	(990)
Increase (decrease) in cash	(20,858)	111,849
Cash, beginning of year	935,518	823,669
Cash, end of year	\$ 914,660	\$ 935,518



Aboriginal Financial Officers Association of Alberta

Notes to the Financial Statements

March 31, 2016

1. Nature of operations

Aboriginal Financial Officers Association of Alberta is a not-for-profit organization incorporated under the Societies Act of Alberta and is exempt from tax under the Income Tax Act.

The Association was formed to provide leadership in aboriginal financial management activities by developing and promoting quality standards, practices, research, certification and professional development to expand capacity for members and aboriginal organizations.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

(a) Revenue recognition

(i) Members' fees

Members' fees are set annually by the Board of Directors and are recognized as revenue as received.

(ii) Conference, seminar and sponsorship fees

Conference, seminar and sponsorship fees are recognized as revenue when the conferences and seminars are presented. The liability for the portion of conference, seminar and sponsorship fees invoiced but not yet presented is recorded as deferred revenue.

(iii) Government contributions

The Association follows the deferral method of accounting for government contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when 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 year are recorded as deferred revenue.

(b) Equipment

Equipment is recorded at original cost plus any costs of betterment less accumulated amortization and excludes any assets not in current use. Amortization is calculated by the declining balance method at the annual rates set out below:

Furniture and fixtures	20%
Computer equipment	55%

(c) Contributed services

Volunteers contributed time to assist the Association in carrying out its programs. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Aboriginal Financial Officers Association of Alberta

Notes to the Financial Statements

March 31, 2016

2. Significant accounting policies (continued)

(d) Cash equivalents

Cash and cash equivalents consist of cash on hand and bank deposits.

(e) Financial instruments

Financial assets originated or acquired or financial liabilities issued or assumed in an arm's length transaction are initially measured at their fair value. In the case of a financial asset or financial liability not subsequently measured at its fair value, the initial fair value is adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption. Such fees and costs in respect of financial assets and liabilities subsequently measured at fair value are expensed.

The Association subsequently measures the following financial assets and financial liabilities at amortized cost:

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

At the end of each reporting period, management assesses whether there are any indications that financial assets measured at cost or amortized cost may be impaired. If there is an indication of impairment, management determines whether a significant adverse change has occurred in the expected timing or the amount of future cash flows from the asset, in which case the asset's carrying amount is reduced to the highest expected value that is recoverable by either holding the asset, selling the asset or by exercising the right to any collateral. The carrying amount of the asset is reduced directly or through the use of an allowance account and the amount of the reduction is recognized as an impairment loss in operations. Previously recognized impairment losses may be reversed to the extent of any improvement. The amount of the reversal, to a maximum of the related accumulated impairment charges recorded in respect of the particular asset, is recognized in operations.

(f) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in operations in the period in which they become known.



Aboriginal Financial Officers Association of Alberta

Notes to the Financial Statements

March 31, 2016

3. Accounts receivable			2016	2015
Goods and services tax			\$ 8,484	\$ 19,302
Conference fees and other			59,520	62,838
Allowance for doubtful accounts			(20,319)	(19,119)
AFOA Canada - Membership Fees			27,500	15,458
			\$ 75,185	\$ 78,479
4. Equipment			2016	2015
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	\$ 8,589	\$ 5,800	\$ 2,789	\$ 3,486
Computer equipment	15,629	11,813	3,816	886
	\$ 24,218	\$ 17,613	\$ 6,605	\$ 4,372
5. Deferred contributions			2016	2015
First Nations Audit Readiness Workshop			\$ 5,512	\$ -
Fiscal Institute Workshop			10,828	7,986
Introduction to Accounting Program			39,485	42,823
Financial Accounting / CAFM Bridge Credit Program			26,322	80,154
Social Program Assessment			11,000	18,341
AGM and Governance Conference			5,756	582
First Nation Technical Skills			16,838	26,650
First Nations General Management Workshop			20,550	23,895
First Nations Leadership and Group Dynamics			23,099	25,039
First Nations Professionalism and Ethics Workshop			22,426	14,345
Chief and Council Workshop			12,616	23,448
Child and Family Services & Capacity Development Management Program			8,321	8,321
Learning Management System			-	13,786
Social Directors Management Meetings			38,305	50,780
			23,315	-
			\$ 264,373	\$ 336,150
INAC funding recognized:			2016	2015
Indigenous and Northern Affairs Canada			\$ 346,141	\$ 525,288
Funding returned			(7,341)	-
Revenue deferred from prior years			336,150	352,197
Revenue deferred to future years			(264,373)	(336,150)
			\$ 410,577	\$ 541,335

Aboriginal Financial Officers Association of Alberta

Notes to the Financial Statements

March 31, 2016

6. Contingent liabilities

Government contributions related to the projects of the Association are subject to conditions regarding the expenditure of funds. The Association's accounting records are subject to audit by the various funding agencies. Should any instances be identified in which the amounts charged to projects are not in accordance with the agreed terms and conditions, amounts would be refundable to the respective funding agencies. Adjustments to the financial statements as a result of these audits will be recorded in the period in which they become known.

7. Economic dependence

Aboriginal Financial Officers Association of Alberta generates the majority of its revenues from contributions provided by Indigenous and Northern Affairs Canada.

8. Financial instruments

Transacting in and holding of financial instruments expose the Association to certain financial risks and uncertainties. These risks include:

(a) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Association's exposure to credit risk relates to accounts receivable and arises from the possibility that a debtor does not fulfil its obligations. Management believes this risk is minimized through monitoring credit limits and aged receivables. The Association performs continuous evaluation of its financial assets and records impairment in accordance with the stated policy.

(b) Liquidity risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting its obligations associated with financial liabilities. The Association's exposure to liquidity risk relates to accounts payable and accrued liabilities and arises from the possibility that the timing and amount of its cash inflows will not be sufficient to meet its financial obligations as they become due. Management believes this risk is minimized through the maintenance of sufficient cash reserves.



Aboriginal Financial Officers Association of Alberta

Schedule of Remuneration and Expenses

For the year ended March 31, 2016

Name	Position Title	Number of Months	Salary and Honoraria	Pension Contribution	Project Fees and Other	Travel Allowance	Total	Travel Expenses ⁽¹⁾
Robert Andrews	Executive Director	12	\$ 110,000	\$ 9,900	\$ -	\$ 6,000	\$ 125,900	\$ 15,697
Charlene Bruno	Director	12						\$ 2,946
Norm Brennand	Director	12						\$ 1,276
Lisa Richards	Director	5						\$ 44
Lorna Morin	Director	12						\$ 346
Dorothy Simon	Director	12						\$ 559
Michel Zubach	Director	12						\$ 3,656
Gerald Whitford	Director	12						\$ 1,252
Vicki Yellow Old Woman	Director	12						\$ 1,519
Brian Hjlesvold	Director	12						\$ 1,950
Trina Vy	Director	12						\$ 77
Doanne Crow Shoe	Director	12						\$ -
Jessica Dorion	Director	12						\$ -
Randall Spohn	Director	12						\$ 3,764
Edwina Stump	Director	5						\$ 928

(1) Travel for Board members includes reimbursement of travel for Board meetings as well as reimbursement of travel as session facilitator.

1. Basis of preparation

This financial statement was extracted, by management, from the financial statements of Aboriginal Financial Officers Association of Alberta.

2. Significant accounting policies

The following is a summary of the significant accounting policies used by management in the preparation of this financial statement.

(a) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known.



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