Progress through Partnership
Advancing Aboriginal Financial Management
What an exciting year it has been for AFOA. As the Chair of the Board I have had the opportunity to see first hand how quickly the association is progressing from a small organization on the fringe of Aboriginal society to an influential voice on the future of our people and our communities. I am very proud to be a part of it.

The theme for this year’s Annual Report is Progress through Partnership. Partnerships are critical to any association – we just don’t have the resources to do it all! – but it seems especially true for AFOA. For a young association that is attempting to do so much, with members spread out across the country, partnerships are the foundation for success. From its infancy, AFOA has relied on its partners to help it get on its feet and to walk. AFOA now walks on its own, but its friendships continue to sustain it and nurture it and to lend a hand as it matures. Partnerships have put us on the fast track to success.

What I enjoy the most about AFOA is its power to bring people together. We are looking forward to another great gathering in Saskatoon in the fall of 2002, where we can discuss the urgent needs of Aboriginal financial managers and share our considerable successes. The Annual Conference in November will be an opportunity for you to participate fully in the future of our people. AFOA is really an opportunity to move forward, to advance, to progress along a path that leads to Aboriginal self-determination. Along the path, we will witness more autonomous, more accountable, and healthier communities from one corner of the country to the other.

Much has been written about the beneficial effects of economic health on the physical and spiritual health of communities and the people who live in them. I am thrilled when I think of the benefits of Aboriginal financial leaders from coast to coast adopting the standards and procedures established by AFOA, and becoming certified professionals in the field of Aboriginal financial management. The ramifications of countrywide certification would be astounding. I dream of the day when Certified Aboriginal Financial Managers (CAFM) are the norm in Aboriginal and First Nations communities.

If you aren’t a CAFM yet, I urge you to investigate the steps you need to take to become certified. If you are a CAFM, I applaud your commitment to lifelong learning and to the well being of your community. Please take a few minutes to read the rest of this Annual Report – it is the summary of a great year in the life of an emerging star on the Aboriginal landscape – a star that could not rise without the help of some key partners.

Sincerely,

Donna Morin, CMA, CAFM
Chair
Aboriginal Financial Officers Association of Canada
“Make new friends and keep the old. One is silver and the other gold.” So goes an old kid’s song that offers sound advice for anyone in the world of not-for-profit. Friends – new and old – are what keep us going. AFOA Canada, a young association for Aboriginal financial managers and those involved in Aboriginal business, has been forging new friendships all across the country and reinvigorating old partnerships in our efforts to support and promote effective Aboriginal financial management.

AFOA members come from every corner of this vast country, from communities as far flung as Skidegate on Haida Gwaii in the West to St. John’s in the East. We are an association of communities that is trying to unite them all. We all have the same overarching goal: we want to succeed as communities, as a people, and as a nation. Together we can achieve more than as small, individual, remote communities. AFOA Canada is resolute in its mission to reach out to Canada’s Aboriginal and First Nation communities, businesses, and organizations to increase their financial management capacity through professional development and certification, and developing and promoting quality standards and practices.

This Annual Report – fiscal year 2001-2002 – is a witness to the strength of collaboration and partnership in the creation of this association. Our strong commitment to financial excellence is enhanced by our on-going relationship with CGA-Canada. Our technology initiatives – those meant to allow Aboriginal Financial Managers anywhere access to financial management information – is moving ahead with the help of Global Development Group and Health Canada’s First Nation and Inuit Health Branch (FNIHB). We are partners with most of Canada’s leading Aboriginal organizations like the AFN, the Congress of Aboriginal Peoples (CAP), the Native Women’s Association of Canada, and the Inuit Tapiriit Kanatami (ITK). It is only through these friendships and partnerships that AFOA can truly succeed as a national association.

The AFOA is increasingly recognized as an expert in the field of financial management. We must continue to do more. As our star rises, our ability to help our members, and by extension, all Aboriginals, will grow. It is only through continued cooperation and collaboration – friendship and partnership – that AFOA will advance Aboriginal Financial Management. Progress through Partnership.

All the best,

Daniel R. Ryan, CAFM, CMC, IRC
President
AFOA Canada
AFOA CANADA PROMOTES AND SUPPORTS EFFECTIVE FINANCIAL MANAGEMENT, ACCOUNTABILITY, AND GOVERNANCE IN ABORIGINAL ORGANIZATIONS. IT IS A NATIONAL PROFESSIONAL ASSOCIATION THAT SERVES THE NEEDS OF FINANCIAL MANAGERS IN ABORIGINAL ORGANIZATIONS THROUGH TRAINING, CERTIFICATION, AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES.

AFOA’s Mission
To provide leadership in Aboriginal financial management by developing and promoting quality standards, practices, research, certification, and professional development to expand capacity for members, First Nations and Aboriginal organizations.

AFOA Today
As the movement toward self-governance gains momentum, the need for leadership in Aboriginal financial management has never been greater. Our association is the leader in developing Aboriginal financial management capacity. Everything we do is designed to meet the needs of Aboriginal and First Nations communities.

We are a young, vibrant professional association with a rapidly growing membership base (a 56% increase in FY 2001-2002!) and burgeoning influence in the sphere of Aboriginal financial management. At the end of the reporting period, 426 people had joined our association, 174 of them as Certified Aboriginal Financial Managers. As the only organization in the world that offers this designation, we are the authority in developing Aboriginal financial management capacity.

We enjoy broad support from the Federal Government for our goals and objectives. The Federal Government provides ninety-one percent of our operational funding (see pie chart). It is also the principal funding contributor to important AFOA research and development projects like the First Nation and Inuit Health Information System (FINIHIS) Internship Initiative and the Knowledge Sharing Infrastructure (KSI) project. We have the support and encouragement from our sister national Aboriginal organizations. And, we have the support of the Certified General Accountants Association (CGA) of Canada who continues to be significantly involved in the development of our educational programs. There has never been a more promising future for AFOA. We look forward in the next year to building on the support we have received from the Federal Government, other Aboriginal organizations, and CGA-Canada, and we look forward to attracting similar levels of support from Canada’s private sector.
AFOA's Origins
In 1998 the Government of Canada responded to the Royal Commission on Aboriginal Peoples with a long-term, broad-based approach designed to increase the quality of life of Aboriginal people and to promote self-sufficiency. The Federal Government identified capacity development, especially in the areas of financial management and accountability, as a critical element and precondition to self-government. In support of this initiative the Assembly of First Nations (AFN) and the Certified General Accountants Association of Canada (CGA-Canada) launched a partnership aimed at raising the financial management skills and standards of First Nations and building the foundation for self-government by First Nations. AFOA is the legacy of this initiative.

Why AFOA is important
We provide professional development programs, establish standards of professional competency, and standards of ethical conduct for Aboriginal financial managers. We also manage the Aboriginal Financial Management Program – a professional education program designed to build financial management capacity within Aboriginal communities. By following the program and meeting all requirements, a member can become a Certified Aboriginal Financial Manager (CAFM) – the only professional designation of its kind in the world. In addition to these formal roles, we provide members with a community within which they can learn, exchange ideas, and grow. Aboriginal organizations are assuming more and more responsibility for their own finances and as they pursue new opportunities, these organizations need the knowledge and professionalism that AFOA training and certification provides.

The AFOA logo was designed by Toronto-based Manitoba Cree artist David Beyer. The logo is intended to represent the Indian Medicine Wheel and the circular Aboriginal worldview. In the lower right quadrant of the design, this worldview is adapted to the linear and ordered perspective of accounting and financial management – recognizing that these concepts must be appropriate and acceptable to the needs of the Aboriginal communities and their financial officers.
AFOA’s Services and Products

AFM COURSES
1. FINANCIAL ACCOUNTING
2. COMMUNICATION
3. LAW
4. STRATEGY AND DECISIONS
5. COMPUTER APPLICATIONS
6. ABORIGINAL HISTORY & DEVELOPMENTS
7. MANAGEMENT INFORMATION SYSTEMS
8. ECONOMICS
9. FINANCIAL ACCOUNTING 2
10. FINANCIAL ACCOUNTING 3
11. QUANTITATIVE METHODS
12. MANAGEMENT ACCOUNTING
13. FINANCE
14. ABORIGINAL, HUMAN & FISCAL ISSUES

A CAFM DESIGNATION:
• OFFERS GREATER CAREER OPPORTUNITIES
• IS A PREFERRED HIRING CREDENTIAL
• ENSURES YOU ARE UP-TO-DATE
• SHOWS YOUR COMMITMENT TO LIFELONG LEARNING
• IS A MARK OF PROFESSIONALISM
• PROVIDES A COMPETITIVE EDGE

SERVICES TO MEMBERS
• Monthly electronic newsletter
• Annual conference and trade show
• Professional development programs and workshops
• Career support and networking opportunities
• Preferred learning opportunities with strategic partners
• Standards of ethical conduct
• Professional competency standards
• Access to on-line courses through www.afoa.ca
• Membership in the AFOA Affinity Program

PRODUCTS
Aboriginal Financial Management Program
We manage the Aboriginal Financial Management Program. The curriculum of 14 courses is delivered through strategic educational partners across the country. Three of the courses are accessible on-line at www.afoa.ca. Our professional competency standards for Aboriginal financial managers serve as the basis for the curriculum used in granting credits towards the Aboriginal Financial Management Program Certificate and Diploma, and Certified Aboriginal Financial Manager (CAFM) professional designation. In establishing the designation criteria, we focused on competencies that are essential for a professional active in Aboriginal financial management. The educational training progresses as follows:

1. AFM Certificate: requires the completion of 6 financial courses and is the first of three steps towards the CAFM designation
2. AFM Diploma: requires the completion of 8 additional courses following the Certificate; and is the second step to CAFM designation
3. Certified Aboriginal Financial Manager (CAFM): awarded following completion of the Diploma, a 24 month work experience, and successful completion of a written exam.

Professional Certification
The Certified Aboriginal Financial Manager (CAFM) designation is proof of knowledge and competence in Aboriginal financial management. The CAFM designation is a valuable hiring standard for First Nations and a measure of capacity for funding agencies and financial institutions across the country. The CAFM designation:
• is one of the preferred credentials for Aboriginal financial management
• offers a wide range of career opportunities and challenges
• is a mark of professionalism
• Ensures you are up to date on the latest Aboriginal financial management practices
• Provides a competitive edge
• Identifies you as a highly qualified professional
• Demonstrates your commitment to lifelong learning

First Nations Fiscal Planning Calendar
We are pleased to continue to maintain and promote the First Nations Fiscal Planning Calendar – developed by the Metepenagiag First Nation. The Fiscal Planning Calendar can be used by any First Nations to take control of program budgets as operations become more complex.
AFOA’s Services and Products

We are thrilled with our successes on a number of fronts during this fiscal year. The association is moving forward with increasing membership and certification, enhancements to our educational programs and membership services, a new marketing and communications plan, strengthened relations with old partners, and new partnerships with a broad range of stakeholder organizations.

Professional Certification

- As of March 2002, 174 members were Certified Aboriginal Financial Managers. During the past fiscal year, 74 individuals were accredited through the Special Arrangement Provision which recognizes prior learning and experience.
- The Special Arrangement Provision was adopted as a permanent certification policy of the CAFM designation. Initially set to expire January 1st, 2001, and then extended to December 31st, 2001, the prior learning accreditation was approved by the AFOA Board of Directors.
- Identified as a requirement for certification under regular conditions and Arrangement #3 of the Special Arrangements Provision, the CAFM Professional Examination was developed by AFOA and piloted in the fall of 2001. We are developing and enhancing the CAFM Professional Examination to accurately measure the knowledge and skill capacity of CAFM applicants.
- CGA-Canada continues to be a guiding influence in the development and maintenance of standards and policies relating to the CAFM designation.

Financial Management Workshops

On a regular basis, AFOA, in partnership with provincial and territorial chapters, hosts professional development workshops on topics critical to members’ success. Topics of workshops include issues crucial to the success of program managers, Band managers and leaders, financial managers, administrators, and others.

Highlights of 2001-2002

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Professional Services

- Our second Annual Conference held in Vancouver in February 2001, was a great success. Over 400 senior Aboriginal professionals from across the country filled the meeting rooms at the Hyatt Regency Hotel in Vancouver to hear more than 40 guest speakers. Among the speakers were Grand Chief Matthew Coon Come, Gordon Shanks, Deputy
Minister, Indian and Northern Affairs Canada, Clarence Joseph Louie, Chief of the Osoyoos First Nation, Keith MacDonald, National Manager, Aboriginal Banking, Royal Bank of Canada, Larry Baird Sr., Chief of the Ucluelet First Nation, and Jeff Lamb, President of the Native American Finance Officers Association. The conference was the perfect opportunity for networking and exchanging ideas and best practices. Attendees went home energized and reinvigorated, motivated by successes of colleagues from coast to coast.

• The Knowledge Sharing Infrastructure (KSI) project was launched in early 2001 in partnership with Global Development Group (a subsidiary of CARE Canada). Its objective is to provide a comprehensive on-line, interactive, customized learning environment for Aboriginal financial and executive management, and governing bodies. This is being accomplished through the development of a knowledge-sharing "portal" (electronic gateway) which will be available through AFOA’s Web site. We have completed the planning and design of the portal, which is nearing the final stages of development. Products will include on-line discussion groups and conferences, professional development tools, and a career and resource centre. The KSI portal will reduce barriers between the Aboriginal community and information, and increase their access to the wide range of knowledge and resources targeted to Aboriginal financial and executive management.

• Originally launched in the fall of 2000, AFOA’s on-line courses continue to attract more students. Online registration and payment processes are maintained through our secure server at www.afoa.ca. Three on-line courses are available to students in the Aboriginal Financial Management Programs:
  • AFM 4 – Strategy & Decisions;
  • AFM 6 – Aboriginal History & Developments;
  • AFM 14 – Aboriginal Human & Fiscal Issues.

These courses are currently being evaluated and enhanced to ensure that all materials reflect the most recent tools and information relating to Aboriginal financial management. This process also includes an update of the pedagogical format and incorporation of feedback received from students and instructors since the launch of the courses.

• The AFOA Affinity Program was introduced and membership cards distributed to all members in good standing. The program offers members the opportunity to earn points when purchasing products or services from hundreds of partners across the country and on-line.

**AT YEAR END, AFOA CANADA HAD 426 MEMBERS. THAT’S AN INCREASE OF 56% OVER LAST YEAR!!

DANIEL RYAN, PRESIDENT OF AFOA
In many ways partnership building is the cornerstone of our success. Since our inception, we have sought and forged strong partnerships with Aboriginal and non-Aboriginal organizations. Foremost among our partners is the Federal Government. We are also proud to be cooperating, collaborating, and sharing with:

- Aboriginal Healing Foundation
- Assembly of First Nations
- CGA-Canada (Certified General Accountants of Canada)
- Central Mortgage Associates Inc.
- Congress of Aboriginal Peoples (CAP)
- Council for the Advancement of Native Development Officers (CANDO)
- Export Development Canada (EDC)
- Global Development Group (GDG)
- Health Canada
- Indian and Northern Affairs Canada
- Inuit Tapiriit Kanatami (ITK)
- National Aboriginal Health Organization (NAHO)
- National Association of Friendship Centres (NAFC)
- Native Women’s Association of Canada (NWAC)
- Native American Finance Officers Association (NAFOA)
- Statistics Canada

**AFOA-NAFOA Partnership**

We are pleased to report that we have formed an important partnership with the Native American Finance Officers Association (NAFOA). NAFOA is the American counterpart to AFOA. In May 2001, AFOA’s President, Daniel Ryan, was invited to speak at the NAFOA Conference in Las Vegas, Nevada, about the strengths and benefits of an AFOA-NAFOA partnership, and of the CAFM designation – a product unique to AFOA Canada. A framework for cooperation was developed at that conference and, in the spring of 2002, AFOA and the NAFOA signed a Letter of Intent signalling the beginning of a valuable relationship that will benefit Aboriginals on both sides of the border. Speaking at the NAFOA 2002 Conference in Mystic Lake, Minnesota, Daniel Ryan noted:

"By signing this letter, our two organizations are making a pledge to:

- cooperate in sharing information related to the development and implementation of services, conferences, training programs, and certification;
- promote the use of certification, accounting and reporting standards, as well as financial management best practices for Native American, First Nations, and Aboriginal organizations; and
- promote accountancy and financial management as a career opportunity for individuals working in or aspiring to positions within Native American, First Nations, and Aboriginal organizations."
We are particularly proud to report on a significant new partnership forged with Health Canada through its First Nation and Inuit Health Branch (FNIHB). FNIHB provides health services to First Nations peoples living on reserves, in communities in the territories, and to Inuit people through community based nursing stations, health centres and other health facilities in isolated and remote areas. FNIHB has developed a Health Information System (called the First Nation and Inuit Health Information System (FNIHIS)) as the central platform for the management of health issues and information within FNIHB. AFOA is assisting Health Canada in the System’s transition to an Aboriginal managed environment. The long term success of FNIHIS is dependent on an increasing supply of Aboriginal citizens with the capacity to take on responsibilities within the IT sector. AFOA is helping Health Canada meet that objective through the newly created "atclick.ca" initiative which helps recruit, mentor and train aspiring Aboriginal professionals in information technology and information management through a unique Internship Program. The Internship Program was developed by the First Nations and Inuit Health Branch (FNIHB) of Health Canada and AFOA. For more information on the groundbreaking FNIHIS Internship initiative visit www.atclick.ca.

Communications & Marketing

- We have developed a marketing and communications plan to increase our level of public awareness and support. The plan focuses on brand promotion, a Web marketing strategy, trade show and conference participation and sponsorship, development of corporate promotional material, and a pro-active media relations campaign.
- We launched a newly designed Web site to help meet the needs of our members. The new site has a cleaner, more contemporary design, and an easier-to-use, more engaging format that appeals to members and stakeholders alike. The new site has improved and expanded content, a clear navigation system, a sample CAFM examination, and an online course demonstration. Visit our Web site: www.afoa.ca.
- In May 2001, we began distributing an information based E-newsletter to members on a monthly basis, reaching out to share timely and important developments of interest to them.
- We published the inaugural edition of the AFOA Annual Directory. The AFOA Directory, designed as a reference tool for Aboriginal Financial Managers, includes a list of all Aboriginal Financial Managers (members and non-members) - with prominence given to CAFMs - from coast to coast.
- We were a key presenter at the Native Investment Trade Association’s First Annual Conference held in Vancouver, on April 19, 2001. Dan Ryan spoke to the attendees of success in the context of Aboriginal business potential.
- During the past fiscal year, AFOA senior staff made promotional visits to BC, Saskatchewan, Ontario, Quebec, and Atlantic Canada.
Good governance practices and effective administration are crucial to our long-term success. Here are a few of the past year's developments.

• The AFOA took steps to develop a strategy vis-à-vis the proposed First Nations Governance Legislative initiative. The issues that the legislation could potentially address are close to the heart of AFOA's mission and mandate, and have significant implications for its members and stakeholders. The new legislation would build on the idea of "effective governance" and include issues like: 1) Legal standing and capacity; 2) Leadership selection and voting rights and; 3) Accountability to First Nation members. Accordingly, AFOA’s Board of Directors held a two day workshop with a representative from the Ministry of Indian Affairs and Northern Development to develop a capacity building strategy within the context of the proposed legislation. The Board of Directors adopted a strategy whereby the AFOA will consult with its members, chapters, leadership, and other key stakeholders on initiatives, needs, potential partners, tools and resources for building Aboriginal financial accountability and capacity, and develop an action plan accordingly.

• The AFOA Board of Directors has established a National Education Committee. The committee will guide the developments and the delivery of the education program and examination system in response to the evolving profession of Aboriginal Financial Management. Constant updating of the program will ensure that only competent and proficient individuals enter the profession of Aboriginal Financial Management through the CAFM accreditation process.

• In 2001, we began a review of our current by-laws and governance structure. As a result, Executive Committee positions were amended to: Chair, Vice-Chair, and Secretary Treasurer and the Executive Director's position was renamed President. In compliance with the association's by-laws, the current AFOA Board of Directors consists of 12 members, including one non-member director.

• At our national office, we maintain a team of fulltime, qualified, and seasoned professionals to support our membership services and activities. The AFOA National Office full-time staff positions for 2001-2002 included: President & COO, Director Professional Services, Executive Assistant, Professional Services Coordinator, Membership Coordinator, and Office Assistant.

• In August 2001, we internalized our accounting operations and recruited a CGA with professional experience in Aboriginal financial management to administer the accounting functions on a part-time basis.

• To better track membership, we introduced a new information management database designed specifically for associations. It provides a reliable centre for collection and analysis of membership data, and student and prospect information, while facilitating compliance with federal privacy laws.

• A Strategic Management Plan was developed to guide our association over the next three years. This Plan provides direction for the evolution and growth of our young and dynamic association. The activities identified are destined to expand financial management
AFOA’s Future

Our future has never been brighter as we forge ahead toward greater economic prosperity and self-government within the Aboriginal and First Nations communities throughout our country. 2002-2003 will be a year of exciting opportunities and challenges. AFOA’s promise is to be a source of support and encouragement. We will further enhance our governance structure to ensure strong leadership. We will enhance and streamline our certification and accreditation processes. We will expand our membership base and offer more member services and benefits. We will continue to provide value-added professional and capacity development opportunities. We will nurture our relationship with our provincial chapters. We will build on our relationship with the Federal Government, CGA-Canada, and our other partners, and build new partnerships and opportunities with other public sector and private sector organizations.

As the national organization which represents and promotes the interests of Aboriginal financial executive management, we have an important responsibility to educate our members on significant initiatives and developments which affect or have the potential to affect Aboriginal peoples. The proposed First Nations Fiscal Institutions Initiative is just such a venture. It will establish through legislation four public institutions designed to provide First Nations with the tools needed for modern fiscal management. It is the result of the cooperation of several leading First Nations organizations and federal government departments. We look forward to helping build the capacity of our membership and indeed all Aboriginal financial management executives and governing bodies to meet the challenges that lie ahead and to take advantage of the opportunities the next year will offer.
To the Directors of Aboriginal Financial Officers Association of Canada

We have audited the financial statements of Aboriginal Financial Officers Association of Canada as at March 31, 2001 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Association’s management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in Canada. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2001 and its results of operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Johnson Cross Nepin & Winter
Chartered Accountants

St. John's, Newfoundland
May 27, 2001
### Auditors’ Report

**ABORIGINAL FINANCIAL OFFICERS ASSOCIATION OF CANADA**

(Iincorporated under the laws of Canada)

**STATEMENT OF FINANCIAL POSITION**

**AS AT MARCH 31, 2002**

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<tr>
<th>ASSETS</th>
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<tr>
<td>CURRENT</td>
<td>2002</td>
<td>2001</td>
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<tr>
<td>Cash</td>
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<td>Accounts receivable - Ministry (note 4)</td>
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<td>187,587</td>
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<tr>
<td>- other</td>
<td>35,973</td>
<td>30,150</td>
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<tr>
<td>Prepaid expenses - conference 2002</td>
<td>34,587</td>
<td>-</td>
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<tr>
<td>- other</td>
<td>10,672</td>
<td>7,010</td>
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<tr>
<td>Total</td>
<td>562,336</td>
<td>377,287</td>
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<td>CAPITAL (note 3)</td>
<td>145,582</td>
<td>67,153</td>
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<td>Total Assets</td>
<td>$707,918</td>
<td>$444,440</td>
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<tr>
<th>LIABILITIES</th>
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<tbody>
<tr>
<td>CURRENT</td>
<td></td>
<td></td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$281,433</td>
<td>$157,285</td>
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<tr>
<td>Deferred membership revenue</td>
<td>26,879</td>
<td>13,973</td>
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<td>Deferred Ministry contributions (note 4)</td>
<td>46,426</td>
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<tr>
<td>Total</td>
<td>348,738</td>
<td>180,268</td>
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**NET ASSETS**

$358,580

$227,172

The accompanying notes are an integral part of these financial statements.
## Progress through Partnership

Advancing Aboriginal Financial Management

### Auditors’ Report

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<thead>
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<td>Asset</td>
<td>Asset</td>
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<td>1,052</td>
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<tr>
<td>Mortgages Receivable</td>
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<td>250</td>
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<tr>
<td>Other Receivables</td>
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<tr>
<td>100</td>
<td>100</td>
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<tr>
<td>Total Current Assets</td>
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<td>1,402</td>
<td>1,350</td>
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<tr>
<td>Property, Plant and Equipment</td>
<td>Property, Plant and Equipment</td>
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<tr>
<td>1,500</td>
<td>1,500</td>
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<tr>
<td>Less: Accumulated Depreciation</td>
<td>Less: Accumulated Depreciation</td>
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<tr>
<td>500</td>
<td>500</td>
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<tr>
<td>Total Non-Current Assets</td>
<td>Total Non-Current Assets</td>
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<tr>
<td>1,950</td>
<td>1,800</td>
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<tr>
<td>Total Assets</td>
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<tr>
<td>3,352</td>
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<table>
<thead>
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<th>2001</th>
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<tr>
<td>Liability</td>
<td>Liability</td>
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<td>1,200</td>
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<tr>
<td>Total Liabilities</td>
<td>Total Liabilities</td>
</tr>
<tr>
<td>1,200</td>
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**Net Worth:**

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<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,152</td>
<td>1,150</td>
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**Revenue:**

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<tr>
<th>2001</th>
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</thead>
<tbody>
<tr>
<td>1,600</td>
<td>1,400</td>
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**Expenses:**

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<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,100</td>
<td>1,000</td>
</tr>
</tbody>
</table>

**Net Income:**

<table>
<thead>
<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>400</td>
</tr>
</tbody>
</table>

**Other Income:**

<table>
<thead>
<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>400</td>
</tr>
</tbody>
</table>

**Total Income:**

<table>
<thead>
<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,600</td>
<td>1,800</td>
</tr>
</tbody>
</table>

**Total Expenses:**

<table>
<thead>
<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,500</td>
<td>1,400</td>
</tr>
</tbody>
</table>

**Net Income after Other Income:**

<table>
<thead>
<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,100</td>
<td>1,000</td>
</tr>
</tbody>
</table>

**Net Income after Total Expenses:**

<table>
<thead>
<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>400</td>
<td>600</td>
</tr>
</tbody>
</table>

**Net Worth Increase (Decrease):**

<table>
<thead>
<tr>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>400</td>
<td>600</td>
</tr>
</tbody>
</table>
AUDITORS’ REPORT

ABORIGINAL FINANCIAL OFFICERS ASSOCIATION OF CANADA
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2001

1. Purpose of the Organization
The association (AFOA - Canada) is committed to excellence in expanding financial 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 was incorporated without share capital on June 30, 1999 by letter patent under the
Canada Corporations Act.

Management Responsibility
The financial statements are the responsibility of management and are prepared in accordance with
accounting policies discussed below. Since precise determination of many assets and liabilities is
dependent upon future events, the presentation of periodic financial statements necessarily involves
the use of estimates and approximations. These have been made using careful judgements.

2. Significant Accounting Policies
(a) Revenue Recognition
The accounting for contributions is based on the deferral method. 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. Restricted investment income is
recognized as revenue in the year in which the related expenses are incurred. Unrestricted
investment income is recognized as revenue when earned.

(b) Accrual Accounting
Expenses are to be recorded on the accrual basis by recording expenses at the time they are
incurred. This is done without regard to the receipt of payment of cash or its equivalent.

(c) Property, Plant and Equipment
For each service/activity identified as a contribution, an amount may be paid to the Ministry
for an overpayment, unexpended balance or disallowed expense. For each service/activity
identified as a flexible transfer payment, unexpended balances may be retained provided that
the program terms and conditions have been fulfilled.

(d) Income Taxes
The association is exempt from income taxes under section 149 of the Income Tax Act.

(e) Contributed Services
Volunteer services and certain corporate contributions in kind contributed on behalf of the
association are not recognized in these financial statements due to the difficulty in determining
their value.

3. Capital Assets
Amortization is calculated on the declining balance basis, except for leasehold improvements
which are on a straight line basis over the useful term.

<table>
<thead>
<tr>
<th></th>
<th>Accumulated Cost</th>
<th>Amortization</th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer hardware, software and licenses</td>
<td>171,548</td>
<td>116,546</td>
<td>38,180</td>
<td></td>
</tr>
<tr>
<td>Office equipment</td>
<td>31,295</td>
<td>12,585</td>
<td>24,651</td>
<td></td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>4,562</td>
<td>3,100</td>
<td>4,252</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>207,305</td>
<td>154,231</td>
<td>62,403</td>
<td></td>
</tr>
</tbody>
</table>

4. Grants
Department of Indian Affairs and Northern Development:
DIAND
Contribution $ 50,000
Flexible transfer payment - first amendment $ 146,000
Flexible transfer payment - third amendment $ 1,180,000

Health Canada:
- 435,854
- 1,615,854

Loan deferred contributions to 2002-2003 $ 60,420
Total Grants $ 2,475,428

Due from Ministry in respect of:
DIAND $ 94,600
Health Canada $ 66,331

Add: adjustment re: prior years - DIAND $ 178,281
Add: adjustment for: $ 4,027

Total $ 162,928

5. Contractual Obligations
Pursuant to a lease for office space, the organization is required to pay a minimum annual
lease fee amounting to $44,018 on June 30, 2004. In addition, an office equipment lease requires
**Board of Directors**

- **Executive Chair:** Donna Morin, CMA, CAFM
- **Vice Chair:** Jean Vincent, CA, CGA, CAFM
- **Secretary-Treasurer:** Tammy Drew, CGA, CAFM
- **Board Members:**
  - Chris Bolton
  - David Shawanda
  - Donna Morin, CMA, CAFM
  - Jean Vincent, CA, CGA, CAFM
  - Margaret Bushie, CAFM
  - Marilyn Osecap, CAFM
  - Norman Taylor, CAFM
  - Patricia Jocko, CAFM
  - Richard Sack, CAFM
  - Ricky Fontaine, CAFM
  - Shirley Reilly, FCGA
  - Tammy Drew, CGA, CAFM

**National Staff**

- **President & COO:** Daniel R. Ryan, CAFM
- **Director, Professional Services:** Christina Nichols
- **Executive Assistant:** Shelley Murdock
- **Professional Services Coordinator:** Shannon Lilly
- **Accountant:** Martin Meilleur, CGA
- **FNIHIS Project Manager:** Suzanne Lacelle
- **Membership Coordinator:** Michele Rogerson
- **Office Assistant:** Angela Krose

**AFOA Chapters**

- **AFOA BC**
  - Suite 060-1959 Marine Drive
  - North Vancouver, BC
  - V7P 3G1
  - Phone: 604-988-5564
  - Fax: 604-988-2625
  - exec@afoabc.org

- **AFOA Saskatchewan**
  - Sask Indian Equity Foundation
  - 224B 4th Avenue South
  - Saskatoon, SK
  - S7K 5M5
  - Phone: 306-955-4550
  - Fax: 306-373-4969
  - afoa@sk.sympatico.ca

- **AFA Québec**
  - Native Commercial Credit Corporation
  - 265 Place Michel Laveau
  - Room 201
  - Wendake, PQ
  - G0A 4V0
  - Phone: 418-842-0972
  - Fax: 418-842-8925
  - jeanvincent@socca.qc.ca

- **AFOA Newfoundland**
  - Miawpukek First Nation
  - P.O. Box 10
  - Conne River, NF
  - A0H 1J 0
  - Phone: 709-882-2148
  - Fax: 709-882-2292
  - Fax: 709-882-2458
  - tdrew@cancom.net

- **AFOA Manitoba**
  - P.O. Box 2359
  - Waniipigow, MB
  - R0E 2E0
  - Phone: 204-363-7301
  - Fax: 204-363-7534
  - mbushie@granite.mb.ca

- **AFOA Atlantic**
  - Indian Brook
  - 522 Church St.
  - Hants County, NS
  - B0N 1W0
  - Phone: 902-758-4510
  - Fax: 902-758-2017
  - rsack@auracom.com

- **AFOA Ontario**
  - AFOA-ON
  - Whitefish River First Nation
  - P.O. Box A
  - Birch Island, Ontario
  - P0P 1A0
  - Phone: 705-285-4335
  - Fax: 705-285-4532
  - daves@etown.net

- **AFOA NWT**
  - Aboriginal Financial Officers Association of the NWT
  - 5102 - 51st Street, 2nd Floor
  - Urbania Building,
  - P.O. Box 819
  - Yellowknife, NT.
  - X1A 2N6
  - Phone: 867-766-3062
  - Fax: 867-766-3063
  - general@afoanwt.com