



FIRST NATIONS  
FINANCIAL MANAGEMENT BOARD  
LE CONSEIL DE GESTION FINANCIÈRE  
DES PREMIÈRES NATIONS

# 2013/2014 ANNUAL REPORT

## ACHIEVING OUR GOALS.



# ACHIEVING OUR GOALS: *Sliammon reaches long pursued goal of certification with sights set on community project*



*March 21, 2013*

While each First Nation that works through certification is unique, the end goal remains the same — strengthened financial management practices and access to financing readily available to other governments in Canada. For Sliammon, the road to certification was not an overnight process.

*“We are extremely excited that we will now be able to move forward with much needed infrastructure development within our community. FNFMB Certification has presented our Nation with an option that it has never had before — the ability to access long-term loans at rates below prime. We have had plans for a new administration building for years. We can now put our plans into action.”*

~ SLIAMMON CHIEF  
CLINT WILLIAMS





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# SONGHEES FIRST NATION: Achieving Community Goals through the *First Nations Fiscal Management Act*



Songhees Nation, located on the southern tip of Vancouver Island, was one of the first communities in Canada to be certified by the First Nations Financial Management Board (“the FNFMB”). Achieving Financial Performance Certification from the FNFMB was one of the community’s goals in its plan to improve accountability and transparency and facilitate economic development opportunities. The community has experienced a lot of positive change over the years as a result of this dedicated vision.

## Then

In 2009, the FNFMB met with the Songhees staff tasked with implementing certification to listen to their challenges and successes in their first year in the process. When asked why Songhees initially opted to pursue FNFMB certification, one of the prevailing statements from staff was, “we are managing poverty.” Leadership and staff realized that their federal funding arrangement was inadequate to fund their economic development aspirations and it was unhealthy to continue in the cycle of dependence. The leadership team at Songhees viewed the *First Nations Fiscal Management Act* and FNFMB certification as a mechanism to facilitate economic development. When asked to detail their capital plans, the team described a “Wellness Center” that was envisioned by Songhees membership during a community meeting. Making the Wellness Center a reality became the goal for Songhees leadership and staff.

“Our success in economic development will benefit our community members but also Canada as we take our rightful place in the national economy.”

~ 2008, SONGHEES LEADERSHIP TEAM

## Now

In 2013, four years later, Songhees achieved the community’s goal of constructing a wellness center. The Songhees Wellness Center is a state of the art 60,000 square foot multipurpose facility that contains an administration center, health center, education center, gift shop and is a place where local artists can display their artwork.

The Wellness Center provides an opportunity for the Nation to participate in regional economic activity. For example, Songhees has and will continue to use the facility to host conferences, which generates revenue for the community.

“We are very proud to be in the inaugural debenture bond issue. It was a goal of my late Uncle Chief Robert Sam when he put us on the path of implementing the *Fiscal Management Act*”.

~ CHIEF RON SAM



“It’s extremely gratifying to stand inside the Wellness Centre and witness the Songhees people enjoying their new space and proudly welcoming the public. *The building is everything we had hoped it would be.* It’s a hub of activities with higher than ever attendance for education and health programs and many smiling faces at new programs such as cultural nights and community dinners. We have three members having weddings in the building this summer and numerous birthday parties, even the 69<sup>th</sup> wedding anniversary of our eldest members. FNFMB Financial Performance Certification and our leadership with the first financial administration law helped us secure the construction loan and enabled us to bring our long-term debt needs to the FNFA.”

~ CHRISTINA CLARKE, Director of Operations



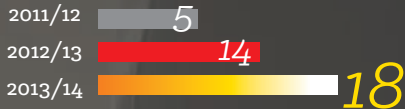
**SONGHEES**  
Wellness Centre



OUR

# Operational Update

First Nations that have achieved FNFMB Financial Performance Certification:



First Nations that have passed Financial Administration Laws that meet FNFMB FAL Standards:



First Nations in Financial Administration Law development:

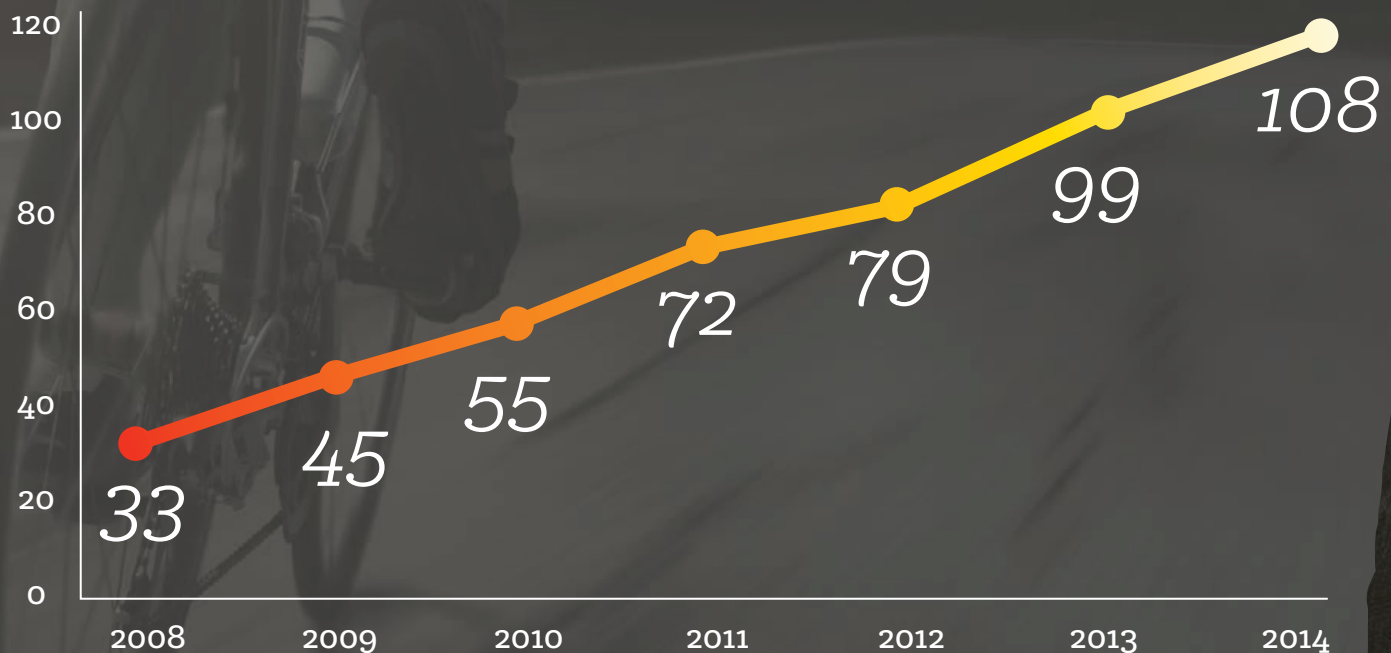


First Nations that are active FNFMB clients:



FIRST NATIONS

## Scheduled to FMA



All figures are as of March 31<sup>st</sup> each year

# MESSAGE from the Executive Chair

Once again this year we are pleased to report substantial growth in the number of First Nations communities that have elected to take advantage of services offered by the First Nations Financial Management Board and work towards certification. The growth in recent years in the number of First Nations that have been certified by the FNFMB and are interested in capital borrowing has provided the First Nations Finance Authority ("the FNFA") the critical mass required to begin preparations for issuing a debenture to the capital markets.

As presented on the following page, the FNFA was able to receive an investment grade credit rating of A (low) from DBRS due primarily to the legislative framework provided by the *First Nations Fiscal Management Act* ("the FMA"), but also to the credit quality of the borrowing pool provided by FNFMB certification. This is great news for the FMA initiative as a whole, but mostly to First Nations that will be able to secure long-term financing at low rates provided by the FNFA's favourable credit rating.

We expect the FNFA will be issuing the inaugural debenture under the FMA borrowing regime in the Summer of 2014. The FNFMB is currently working with the other FMA institutions in preparation of the debenture to ensure that each institution is prepared to manage their respective obligations under the legislation.

The FNFMB completed some research in 2013-14 to support First Nations impacted by proposed major resource development projects in Canada. The research examined how a group of First Nations may be able to work together to secure financing with the use of a federal loan guarantee to purchase a meaningful equity stake in a major project. This work was presented at several conferences and has received the support of a number of First Nations and the attention of several media outlets. The FNFMB was also asked to testify

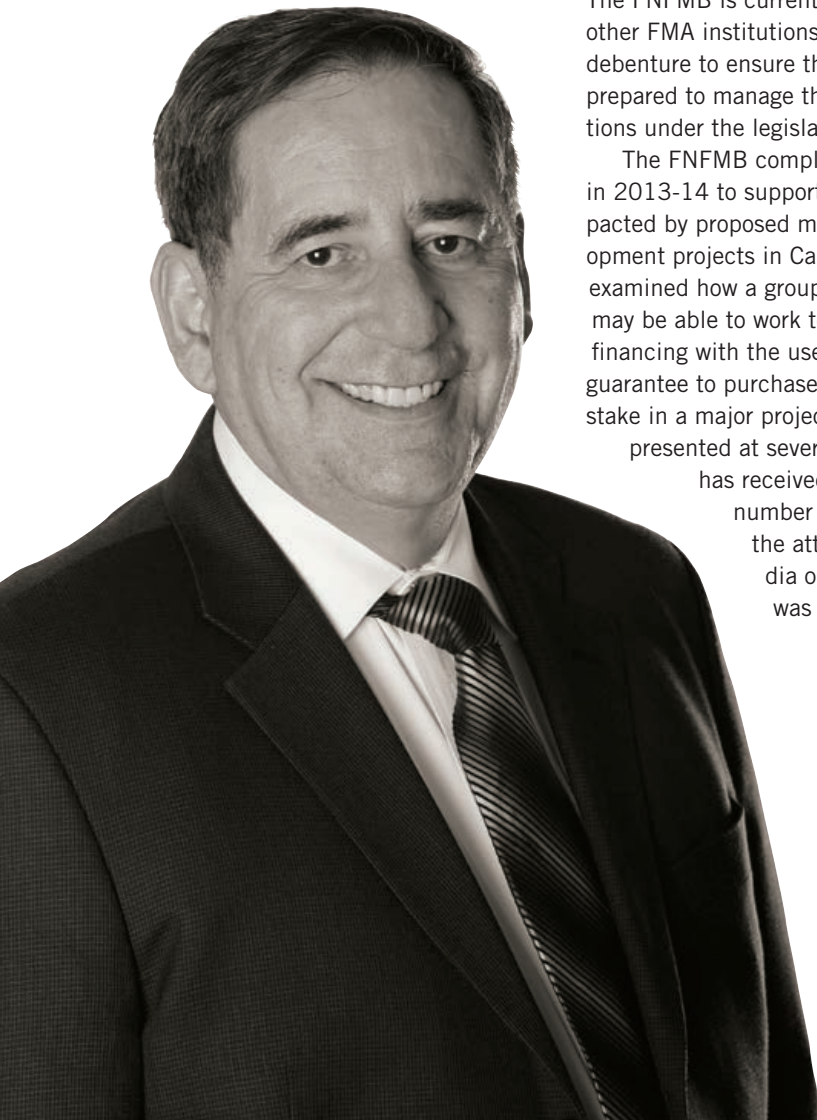
before the Standing Senate Committee on Energy, the Environment and Natural Resources on the topic. The FNFMB, as an independent body, will continue to work with the other FMA institutions, First Nation governments, and other levels of government to explore whether this financing approach can provide a solution for First Nations to maximize their economic participation in major projects they are prepared to support.

In the coming year, the FNFMB will continue working with treaty and self-governing First Nations, the other FMA institutions, and the federal and provincial governments to broaden the FMA borrowing regime to enable treaty and self-governing First Nations access to capital under the FMA. The FMA will be also be undergoing a legislative review in 2014-15. The FNFMB is looking forward to the review and will be recommending certain changes to the legislation that in our view will improve access to capital for First Nation governments and organizations to improve community infrastructure and take advantage of economic opportunities.

Sincerely,



**Harold G. Calla**, CPA, FCGA, CAFM  
Executive Chair



## PRESS RELEASE:

# DBRS (formerly known as Dominion Bond Rating Service) Assigns A (low) Issuer Rating and Provisional Senior Secured Bond Rating to First Nations Finance Authority



March 7, 2014

## Press Release

DBRS has today assigned an Issuer Rating of A (low) and a provisional rating of A (low) to the proposed [\$110] million Senior Secured Bonds, Series 2014-1 of the First Nations Finance Authority ("the FNFA" or "the Authority")... **The rating is predicated on the strength of the legislative framework**... DBRS notes that the significant majority of approved borrowers currently exhibit credit characteristics consistent with BB- to BBB-range ratings... **The Authority's lending process is supported by underwriting standard and oversight undertaken in concert with the First Nations Financial Management Board and First Nations Tax Commission to ensure a minimum level of credit-worthiness and management sophistication among borrowers, as well as the stability and viability of revenue streams pledged as security.**

DBRS Limited | DBRS Tower  
181 University Avenue, Suite 700, Toronto, ON M5H 3M7  
Tel. +1 416 593 5577 | Fax +1 416 593 8432  
[www.dbrs.com](http://www.dbrs.com)



# MESSAGE from the Chief Operating Officer

In 2013-14, the First Nations Financial Management Board issued eighteen (18) more Financial Performance Certificates to First Nation governments and also provided compliance approval to seventeen (17) financial administration laws. As of March 31, 2014 the pool of FNFMB-certified First Nation governments totalled thirty seven (37), and more will be joining in 2014-2015. We commend these First Nation governments for their efforts and congratulate them for their achievement.

In order to remain responsive to the FNFMB First Nation clients' needs, as well

as to reflect changes to laws and standards established by other bodies, the FNFMB undertakes an internal annual review of our certification standards. This annual review process considers experience gained from feedback of First Nation governments going through the certification process. This feedback provides insights to how our standards can be improved to better reflect the unique circumstances of First Nations. As a result of our 2013-14 review, revisions were made to our standards and other tools and resources effective April 1, 2014. These updated Core Documents are available for download on the FNFMB's web site.

The FNFMB and the First Nations Tax Commission ("the FNTC") conducted a mock intervention this year in order to simulate an FNTC-ordered intervention. The simulation considered an event where the FNFMB would be required to impose co-management or third-party management on a First Nation government as a result of an inability or unwillingness of that government to fulfill its obligations under the *First Nations Fiscal Management Act* or the FNTC's Standards. This was a beneficial exercise for both the FNFMB and the FNTC, and the two institutions plan to continue to work together to improve the intervention process to maximize efficiency and minimize concern and confusion for First Nation governments that may find themselves facing an intervention scenario.

As our active client list grows, we will be devising and implementing a formal marketing strategy to ensure our clients' needs are met. This will be complemented with a capacity development strategy wherein we will conduct research into common obstacles encountered by our clients in implementing FNFMB standards and identifying means of overcoming them.

Thank you for the opportunity to introduce myself and provide some thoughts on the past year. Please keep in mind that although FNFMB certification requires a First Nation to be scheduled to the FMA, our services are available to all treaty or self-governing First Nation or tribal organizations seeking to improve their financial administration laws and financial management systems.

Respectfully,



**Fred Tolmie, CPA, CA, CAFM**  
*Chief Operating Officer*



FNFMB

# Certified First Nations

## St. Theresa Point First Nation, MANITOBA

St. Theresa Point First Nation has approximately 4,000 members and three reserves totalling 14,000 acres. St. Theresa Point is an isolated community located in one of the most inaccessible areas of north-eastern Manitoba; about 470 kilometres by air north of Winnipeg, on the shores of Island Lake. The community's location presents significant challenges for economic development and the delivery of goods and services. The community's leadership is focused on FNFMB certification as a way to create more economic development opportunities and increased accountability for membership.

*“Certification has enhanced our future, first and foremost for our children and generations to come. We can set a trend that will enable us to realize goals...tangible goals, along with development. Not only tangible developments but as well as formulation of accountability systems.”*

~ CHIEF DAVID MCDOUGALL



*“The reason for us applying for certification from the First Nations Financial Management Board is to have options for our community, to enhance our community through economic development. Now we are capable of doing things on our own. Through this financial management, I think it will only enhance our ability for us to do things on our own without relying on outside co-managers or outside people coming in to tell us what to do.”*

~ LARRY FLETT, EXECUTIVE DIRECTOR

## Nipissing First Nation, ONTARIO

The Nipissing First Nation is located on the north shores of Lake Nipissing, about 40 kilometers west of North Bay, Ontario. Nipissing First Nation has approximately 2,500 members and in January 2014, passed the first constitution for a First Nation in Ontario.

*“Nipissing First Nation (“NFN”) is very pleased with the process of becoming certified through the FNFMB. Being engaged in the certification process has compelled NFN to build capacity, improved our policies and procedures and placed more emphasis on sound financial management throughout the organization. The results in the short term have been a strengthened finance department and general management practices, recognition by other levels of government in the strength of NFN management systems and most importantly, confidence by members in governance and management systems developed by and for NFN people.”*

~ DWAYNE NASHKAWA, EXECUTIVE DIRECTOR



# What is the FIRST NATIONS FINANCIAL MANAGEMENT BOARD?

The First Nations Financial Management Board is a national institution created by the *First Nations Fiscal Management Act*. The FMA established the FNFMB and our purposes, powers and governance. The primary objective of the FMA is to improve access for First Nations to financing with terms similar to those available to other levels of government in Canada. Less expensive borrowing will enable First Nations to take advantage of economic development opportunities through the use of their own revenues in the FMA borrowing program.



# FNFMB What We Do

The FNFMB provides three services using legislative authorities:

***Compliance Approval*** of Financial Administration Laws of First Nations

***Certification*** of Financial Management Systems and Financial Performance of a First Nation

***Intervention*** in a co-management or third party management capacity of a First Nation

The FNFMB is a not-for-profit institution that offers all of its services at no fee for First Nations. Furthermore, the FNFMB supports First Nations in identifying capacity needs and assists in planning to address those needs.

*The FNFMB has established the following functions to carry out its authorities:*

## ***Standards***

- » Financial Administration Law
- » Financial Management Systems
- » Financial Performance
- » Local Revenue Account Reporting

## ***Procedures***

- » For the approval of Financial Administration Laws
- » For the Certification of Financial Management Systems and Financial Performance.
- » For an intervention request under the FMA

## ***Capacity Development Tools***

- » Policies and procedures templates
- » Sample Financial Administration Law
- » Self-assessments for Financial Administration Law & Financial Management System.

For more information on the FNFMB Standards, Procedures, or Capacity Development Tools, visit the FNFMB's website: [www.FNFMB.com](http://www.FNFMB.com)

## ***FNFMB Services***

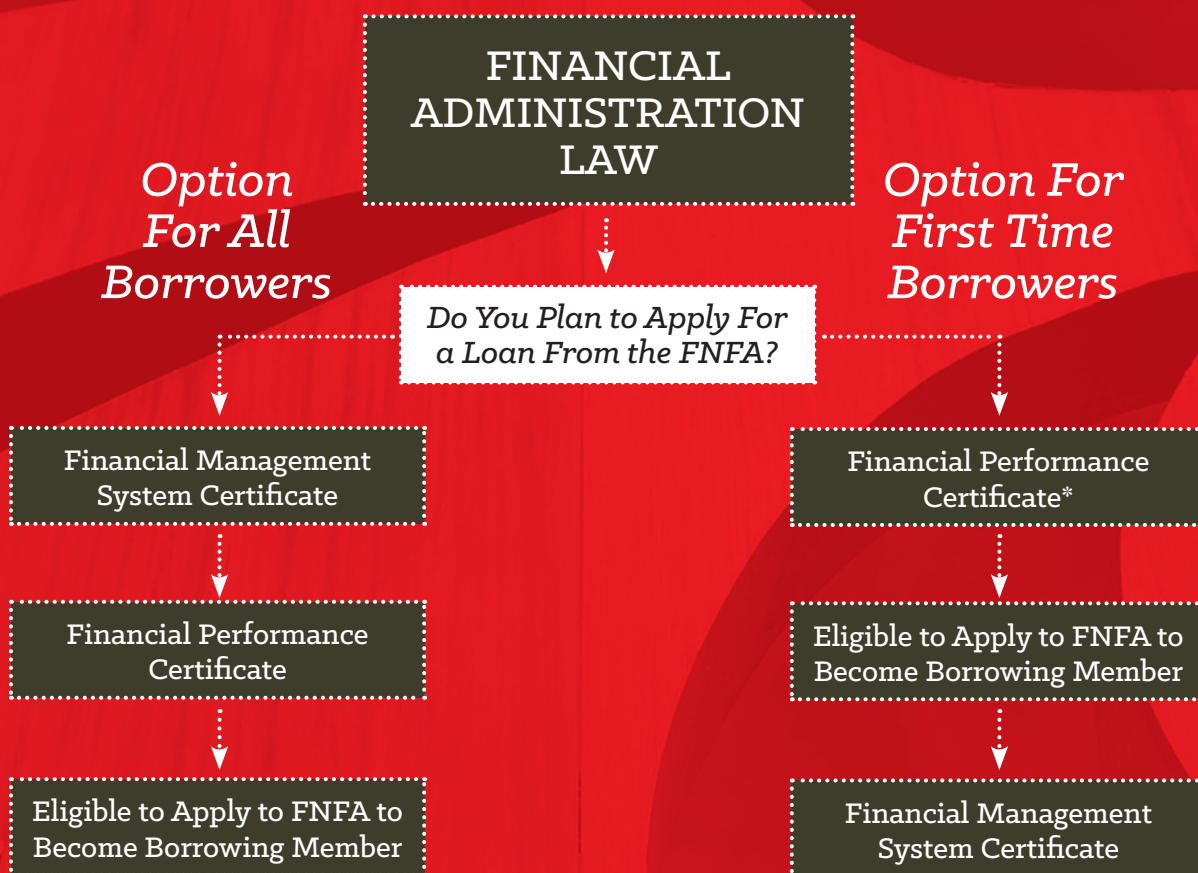
The FNFMB provides certification services to First Nations that wish to become a borrowing member of the First Nations Finance Authority and obtain long-term capital financing. In order to become a FNFA borrowing member, a First Nation must achieve:

1) ***Compliance Approval*** of the First Nation's Financial Administration Law.

2) ***Certification*** of:

- a. Financial Management System; and,
- b. Financial Performance
  - i. First Nations seeking to borrow for the first time through the FNFA, can request a Financial Performance Certificate in advance of a Financial Management System Certificate, but must commit to a work plan to achieve financial management system certification within 36 months from when the First Nation receives proceeds for the first time from a debenture or equivalent financial instrument issued by the FNFA under the terms of a Borrowing Law and a Security Issuing Council Resolution.

# FNFMB CERTIFICATION PROCESS *for* FIRST NATIONS



\* Must make commitment to implement financial management system

## OUR MISSION, VALUES & MANDATE

# Our Mission

The First Nations Financial Management Board will provide the tools and guidance that will instill confidence in First Nations' financial management and reporting systems to support economic and community development.

The FNFMB is a not-for-profit institution that offers all of its services at no fee for First Nations. Furthermore, the FNFMB supports First Nations in identifying capacity needs and assists in planning to address those needs.

# Our Values

We believe that the following core values are essential to guide the manner in which the FNFMB carries out its work:

**Integrity** we will conduct ourselves at all times in a professional and ethical manner.

**Responsive** consistent with the optional nature of this initiative, the FNFMB will respond to First Nation requests for services. Our services and standards will respond to the interests and priorities of First Nations and other stakeholders in the FMA initiative. The FNFMB will respond to the cultural and economic diversity of our First Nation clients.

**Relevant** our services and standards will reflect best practices in financial management that will enable First Nations to access capital at better terms. We will ensure that FNFMB services respect the unique and evolving needs of First Nation governments and communities.

# Our Mandate

The *First Nations Fiscal Management Act* establishes the following mandate for the FNFMB (ss. 49 and 55):

- » Assist First Nations in developing the capacity to meet their financial management requirements
- » Assist First Nations in their dealings with other governments respecting financial management, including matters of accountability and shared fiscal responsibility
- » Assist First Nations in the development, implementation and improvement of financial relationships with financial institutions, business partners and other governments, to enable the economic and social development of First Nations
- » Develop and support the application of general credit rating criteria to First Nations
- » Provide review and audit services respecting First Nation financial management
- » Provide assessment and certification services respecting First Nation financial management and financial performance
- » Provide co-management and third party management services
- » Provide advice, policy research and review and evaluative services on the development of fiscal arrangements between First Nations' governments and other governments
- » Establish standards respecting:
  - The form and content of First Nation financial administration laws (FMA section 9)
  - Approval of financial administration laws that comply with the standards
  - Certification of First Nation financial management systems and financial performance (FMA section 50)
  - Financial reporting (FMA section 14)



# Our Core Documents

Since the FNFMB began operations, the Board of Directors has reviewed and approved a range of tools that First Nations have begun to use to improve financial management. Listed in the table below are the FNFMB core documents, which are the FNFMB's primary body of work consisting of standards and tools, aimed at improving First Nations financial management. The FNFMB suite of documents is available on the FNFMB website at [www.FNFMB.com](http://www.FNFMB.com).

*Table 1 - FNFMB Core Documents*

| Financial Administration Law |  |   |
|------------------------------|--|---|
| A1                           | Financial Administration Law - Review Procedures               | Procedures to apply when requesting a compliance approval of the First Nation's Financial Administration Law  |
| A2                           | Financial Administration Law - Standards                       | Standards that support sound financial administration practices for a First Nation government in Canada   |
| A3                           | Sample Financial Administration Law                            | Example of a law which meets the requirements of the A2 Financial Administration Law – Standards  |
| A4                           | Financial Administration Law - Explanatory Notes               | Provides assistance on the development of a Financial Administration Law by discussing the structure and substantive content of the A3 Sample Financial Administration Law. |
| A5                           | Financial Administration Law - Self-Assessment                 | Tool that can be utilized to compare existing or proposed Financial Administration Law(s) of the First Nation to the A2 Financial Administration Law – Standards.           |
| Financial Management System  |  |   |
| B1                           | Financial Management System - Certification Procedures         | Procedures to apply when requesting a review of the First Nation's financial management system  |
| B2                           | Financial Management System - Standards                        | Standards that support sound financial practices for the operation, management, reporting and control of the financial management system of a First Nation                  |
| B3                           | Financial Management System - Self-Assessment                  | Tool that can be utilized to compare the existing financial management system of the First Nation to the B2 Financial Management System – Standards.                        |
| B4                           | Financial Management System - Framework To Evaluate Compliance | Companion document to the B3 Financial Management System – Self-Assessment used to evaluate compliance with the B2 Financial Management System – Standards.                 |
| Financial Performance        |  |   |
| C1                           | Financial Performance - Certification Procedures               | Procedures to apply when requesting a review of the First Nation's financial performance.   |
| C2                           | Financial Performance - Standards                              | Standards that assess the historical financial performance of a First Nation over a five year period using up to seven financial ratios                                     |
| Local Revenue Account        |  |   |
| D1                           | Local Revenue Account - Reporting Standards                    | Standards that establish the financial reporting requirements for the separate annual financial statements of a First Nation's local revenue account                        |
| D2                           | Local Revenue Account – Illustrative Financial Statements      | Illustrative annual financial statements designed to comply with the D1 Local Revenue Account – Financial Reporting Standards   |

The FNFMB is part of the regulatory regime established by the *First Nations Fiscal Management Act* that enables First Nations to finance public infrastructure by pledging either (a) property tax revenue; or, (b) other revenues to repay the loan. First Nations interested in participating must first apply to be added to the FMA schedule.

Figure 1 (opposite page) describes the FMA borrowing regime where a First Nation pledges property tax or other revenues to repay an infrastructure or economic development loan.

# Borrowing through the First Nations Fiscal Management Act

In order for First Nations to pledge property tax or other own source revenues for loans through the FMA legislative program, the First Nation must become a “borrowing member” of the First Nations Finance Authority. Before a First Nation is eligible to be considered for membership in the FNFA, the FNFMB must issue a certificate to the First Nation indicating that it meets the standards set by the FNFMB. For these purposes the FNFMB has issued *Financial Management System Standards* for purposes of issuing a Financial Management System Certificate and the *Financial Performance Standards* for the purposes of issuing a First Nation Financial Performance Certificate. These certificates may be used by a First Nation to support its application to become a borrowing member of the FNFA.

A First Nation will not be issued a Financial Management System Certificate or a Financial Performance Certificate by the FNFMB unless the First Nation’s law or laws respecting financial administration have first been reviewed and given compliance approval by the FNFMB. The First Nation’s law or laws must meet the requirements of the *Financial Administration Law Standards* before they will be approved. The FNFMB has issued the *Financial Administration Law Review Procedures* to

guide First Nations who are applying for approval of their Law or Laws respecting financial administration.

The FNFA will aggregate First Nation borrowing requests and raise money through a bond issue to the capital markets. The proceeds of the bond issue will then be distributed among the participating First Nations according to their requests and borrowing room. The FMA framework combined with the FNFMB’s certification services and intervention authority have allowed the FNFA to achieve an investment grade credit rating from two (2) international rating agencies, namely DBRS and Moody’s. This in turn will deliver benefits to borrowing members in the form of interest rate savings that have historically never been accessible to First Nations.

The FMA provides the FNFMB with authority to require First Nations to enter co-management or third party management in three circumstances. First, the First

Nations Tax Commission may, in certain circumstances relating to First Nation tax laws, direct the FNFMB to impose co-management or third party management over the First Nations local revenues. Second, the FNFA has the parallel power to direct

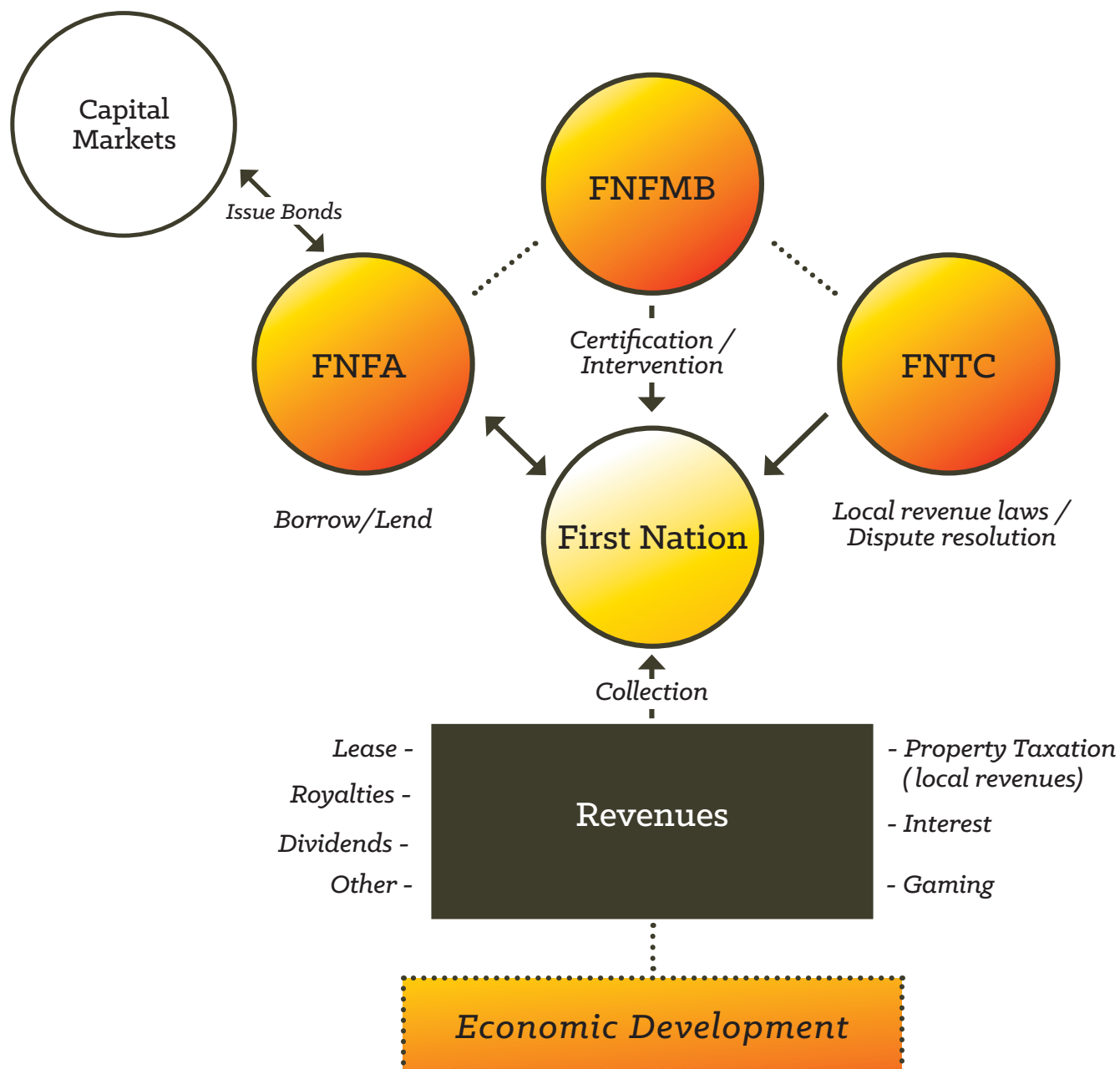
the FNFMB to require a First Nation to enter co-management or third party management if a borrowing member First Nation has not met its payment obligations. Third, the FNFMB can self-initiate intervention, if in their opinion, there is serious risk that a First Nation will default on an obligation to the FNFA. FNFMB

“The FNFA will aggregate First Nation borrowing requests and raise money through a bond issue to the capital markets. The proceeds of the bond issue will then be distributed among the participating First Nations according to their requests and borrowing room.”

certification coupled with this intervention authority, gives the capital markets the confidence to invest in bonds issued by the FNFA and is fundamental to the benefits that flow from this access to capital.

Figure 1

# AN OVERVIEW of the *FMA Regulatory Regime*





# Our Business Lines

The FNFMB has three business lines. These business lines and the objectives for each business line are presented in the table below:

*Table 2 - Summary of Objectives by Business Line*

| Business Line                                  | Objectives  |
|--|---|
| Supporting First Nation governments            | <ul style="list-style-type: none"> <li>» Increase First Nation access to capital through certification</li> <li>» Strengthen First Nation financial administration by promoting sound, stable and transparent First Nation financial management systems</li> <li>» Assist First Nations in developing financial management capacity by providing tools, templates and support in identifying and addressing capacity development needs</li> </ul> |
| Supporting other governments and organizations | <ul style="list-style-type: none"> <li>» Promote financial relationships between First Nations and other governments and organizations that are appropriate, effective, efficient, and mutually beneficial</li> </ul>   |
| Corporate Services                             | <ul style="list-style-type: none"> <li>» Provide the administrative resources and facilities to enable the other business lines to operate effectively</li> </ul>   |

## Supporting First Nation Governments

Services to borrowing and non-borrowing First Nations are provided through the Supporting First Nation Governments business line. This business line comprises the core work of the FNFMB and includes financial administration law review, certification, capacity development and co-management or third party management as required/requested. These services, with possible modifications, will also be made available to non-borrowing First Nations.

## *What Would Motivate a First Nation to Seek FNFMB Services?*

|   | Number of First Nations              | Why Seek FNFMB Services?   |
|---|--------------------------------------|--|
| In Canada   | Over 630                             | » Improved fiscal transfer arrangements with Canada  |
| Applied to FMA Schedule                               | 108                                  | » Certification required to borrow   |
| Engaged in Real Property Taxation                     | 123                                  | » Confidence in management of property tax regime  |
| Engaged in First Nations GST                          | 25                                   | » Confidence in management of sales tax revenue  |
| First Nations Land Management Act                     | 96                                   | » Confidence in management of revenue generated from lands under the authority of a First Nation land code |
| First Nations Oil and Gas Moneys Management Act       | 1 First Nation scheduled to this Act | » Financial code for moneys management required  |
| First Nations Commercial & Industrial Development Act | No schedule to this Act              | » Confidence in management of revenue raised from commercial and industrial projects                       |
| Major resource projects                               | Over 100                             | » Access to capital to secure equity stake in major resource projects                                      |

*Table 3 – What Would Motivate a First Nation to Seek FNFMB Services?*

# SUPPORTING FIRST NATION GOVERNMENTS

## Results *for* 2013-14

The Supporting First Nation Governments business line has been actively developing standards, sample policies, and tools and templates that will support the delivery of key services of law approval, capacity development and certification to First Nations. The FNFMB has continued to work with participating First Nations to generate feedback on these documents. The FNFMB is working with First Nations to develop work plans and build capacity in particular areas of their financial management systems that are not currently at the standards set by the FNFMB.

**Table 4** - Assessment Of 2013-14 Results: Supporting First Nation Governments

| Business Line             | Performance Measures   | During 2013-14  |
|---------------------------|--|---|
| Supporting FN Governments | 20-30 presentations to First Nations communities and organizations     | » 76 presentations  |
|                           | 10-15 Financial Administration Law reviews                             | » 30 informal FAL reviews including 17 compliance approvals |
|                           | 10-15 Financial Performance Reviews                                    | » 22 informal reviews including 18 certificates             |
|                           | 10-15 Financial Management System work plans                           | » 10 financial management system work plans                 |
|                           | 2-5 Financial Management System reviews                                | » 3 financial management system reviews                     |
|                           | 10-15 First Nations funded to develop a Financial Administration Law   | » 20 funding agreements with First Nations                  |
|                           | Monthly report on field assessments                                    | » Ongoing   |
|                           | Update to website  | » Updated and ongoing                                       |
|                           | Host 4 events on First Nations financial management and FNFMB services | » 6 events hosted   |

# Major Projects

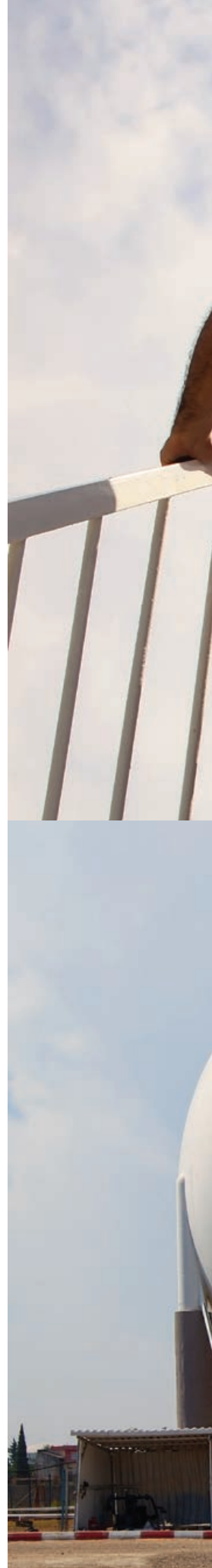
There are a number of large-scale economic projects currently proposed in Canada. Some of these projects are so large that they impact the traditional territories of numerous First Nations. The FNFMB has been contacted by First Nations who are interested in meaningful economic participation in energy and resource development in their traditional territories.

In response to the requests by these First Nations, the FNFMB conducted some research into approaches whereby First Nations could obtain meaningful participation in a major project including: jobs, business services, revenue sharing and equity participation. The research study titled, *"Opportunities for First Nations in Proposed Liquefied Natural Gas Projects in British Columbia"* proposed a model whereby First Nations would acquire an equity stake in a project by securing financing with a federal government loan guarantee and using the FMA regime.

The findings of the research paper have been presented to First Nations at a number of conferences and events, and has also been presented to federal and provincial government representatives. As a result of the release and discussion of the findings, the interest in federal government loan guarantees and equity has resulted in enquiries at the FNFMB from: (a) First Nations affected by major projects; (b) proponents of major projects seeking options to establish mutually beneficial relationships with First Nations; and, (c) the media reporting on its potential in relation to Canada's national interest in resource development.

The interest described above indicates the material is relevant and of importance to First Nations' interests in meaningful economic participation in major projects. It is of interest to project proponents wishing to establish mutually beneficial relationships with First Nation communities. It is of importance to the federal and provincial governments as they consider policy options to ensure sustainable development of natural resources.

The FNFMB, as an independent body, will continue to work with First Nations, the FMA institutions, and the other orders of government to further this work and provide greater detail around options for First Nations, government and industry to consider respecting structures and business models that might facilitate the economic participation of a number of interested First Nations in major projects.







*“In response to the requests by these First Nations, the FNFMB conducted some research into approaches whereby First Nations could obtain meaningful participation in a major project including: jobs, business services, revenue sharing and equity participation.”*



# SUPPORTING OTHER GOVERNMENTS & ORGANIZATIONS

## Results *for* 2013-14

The FNFMB will work with other governments and organizations, as described in the table below.

*Table 5 - Other Governments or Institutions Working With The FNFMB*

| Other Government or Organization  | Relevance to the FNFMB  |
|---|---|
| First Nations Tax Commission  | » Interdependent policy related to certification and intervention protocol  |
| First Nations Finance Authority   | » Interdependent policy related to certification and intervention protocol  |
| Aboriginal Financial Officers Association   | » Partnered approach to deliver curriculum and capacity development initiatives   |
| TULO Centre for Indigenous Economics  | » Partnered approach to capacity development initiatives  |
| Canadian Executive Service Organization   | » Partnered approach to capacity development initiatives  |
| University of New Brunswick   | » Partnered approach to deliver curriculum  |
| Nicola Valley Institute of Technology   | » Partnered approach to deliver curriculum  |
| Thompson Rivers University  | » Partnered approach to deliver curriculum  |
| Public Sector Accounting Board of the Canadian Institute of Chartered Accountants | » FNFMB standards should be consistent with the Common Government Reporting Model   |
| Council for the Advancement of Native Development Officers ("Cando")              | » Cando is a national Aboriginal organization involved in community economic development  |
| Aboriginal Affairs and Northern Development Canada                                | » First Nation reporting requirements<br>» First Nations risk assessment<br>» AANDC co-management and third party management impacts on FNFMB intervention policy |
| Finance Canada  | » Interests in improved fiscal framework and confidence in financial management of tax collection agreements  |
| Lands Advisory Board  | » Framework Agreement on Land Management includes financial administration requirements   |
| Financial Institutions / Capital Markets  | » Regulatory regime established by fiscal institutions will address interests of lenders/investors in First Nation bonds  |

# SUPPORTING OTHER GOVERNMENTS & ORGANIZATIONS

## Assessment of Results

An extensive body of research has been conducted to inform the development of the FNFMB Financial Performance Standards. The Supporting Other Governments and Organizations business line has also been active working with the other fiscal institutions, financial institutions and credit rating agencies to seek feedback on FNFMB standards and intervention policy.

**Table 6 - Assessment of 2013-14 Results: Supporting Other Governments & Organizations**

| Business Line                                  | Performance Measures   | During 2013-14   |
|--|--|--|
| Supporting other governments and organizations | 1 FNFMB research paper   | » Research report, <i>“Opportunities for First Nations in Proposed LNG Projects in British Columbia”</i> |
|  | 1 Memorandum of Understanding (“MOU”) with a service delivery organization                                   | » Ongoing  |
|  | 2 MOUs with education institutions   | » Ongoing  |
|  | Capacity development proposal accepted and approved by AANDC   | » Proposal submitted with 2014/15 FNFMB Corporate Plan   |
|  | Meeting with Aboriginal Affairs and Northern Development Canada  | » Two meetings held with AANDC   |
|  | Discussion paper on the structure required for supporting major initiatives involving multiple First Nations | » Draft discussion paper prepared for LNG Conference in Fort St. John                                    |
|  | Demonstrate eminence through engagement with media   | » Television and radio interviews and magazine and newspaper articles                                    |



# Financial Results

During the year, the FNFMB operated within budgets. Corporate Goals were exceeded at all levels of the annual plan. However, there were a number of planned activities and timing matters that resulted in an under expenditure of the FNFMB's annual budget. The FNFMB had a number of vacant positions that it had planned to fill during the 2013-2014 fiscal year. The Chief Operating Officer position was created and two other positions in marketing and capacity development existed but were to remain vacant until the Chief Operating Officer was hired. The 2013-2014 budget anticipated that these positions would be filled by mid-year. However, the Chief Operating Officer position was filled later than originally planned, giving rise to an under expenditure in these budget areas. All three positions have now been filled and the FNFMB is developing strategy to meet the needs of our expanding clientele.

Client support and Service delivery budgets anticipated the need for our service

capacity to undertake financial management system reviews as well as additional support to provide customer service and certification to First Nation Governments requiring French translation. While tremendous progress continues to be made by First Nations Governments in achieving FNFMB certification standards, our projections, while prudent in the circumstance, proved optimistic. As a result, these activities were less than anticipated giving rise to expenditures at levels less than originally budgeted. The FNFMB is developing a strategy of engagement and research in the area of client support and capacity development to ensure First Nation Governments achieve a smooth transition to FNFMB Certification standards within planned timelines. With more First Nation Governments pursuing FNFMB standards certification, there is a growing need to ensure we provide support in achieving these standards through research, partnerships with academic institutions, identification of funding partners for skills development, gap analysis, policy

development and other professional advice. This planning is now underway.

As described in this report, the FNFMB also embarked for the first time this year on a strategic partnership initiative. This initiative arose by invitation by First Nation Governments who are considering meaningful economic participation in major resource development projects in their territory. Research activities were undertaken and regional engagement of First Nation Governments occurred in connection with a conceptual model of multi First Nation Government engagement and economic participation in major resource development projects. Presentations were also made to Provincial and Federal Governments as well as Industry Forums. As the FNFMB is neutral on resource development, an important feature of this initiative is engaging only First Nation Governments who expressly invite this dialogue. The first phase of engagement has been completed and future phases of this initiative are in development.

## Independent Auditor's Report

### *TO THE BOARD OF THE FIRST NATIONS FINANCIAL MANAGEMENT BOARD*

We have audited the accompanying financial statements of First Nations Financial Management Board, which comprise the Statement of Financial Position as at March 31, 2014 and the Statements of Operations, Changes in Net Assets and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### **MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS**

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

#### **AUDITOR'S RESPONSIBILITY**

Our responsibility is to express an opinion on these financial statements based on

our audits. 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 audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

#### **OPINION**

In our opinion, the financial statements present fairly, in all material respects, the financial position of First Nations Financial Management Board as at March 31, 2014 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.



Chartered Accountants  
VANCOUVER, BRITISH COLUMBIA  
July 18, 2014




# Financial Statements


for the year ended March 31, 2014

## Statement of Financial Position

|  | March 31, 2014   | March 31, 2013   |
|--|------------------|------------------|
| <b>ASSETS</b>  |                  |                  |
| <b>CURRENT</b>                                       |                  |                  |
| Cash (note 2)  | 1,161,581        | 863,147          |
| Accounts receivable                                  | 80,978           | 60,904           |
| Prepaid expenses                                     | 40,920           | 33,125           |
|  | <b>1,283,479</b> | <b>957,176</b>   |
| <b>SECURITY DEPOSIT</b>                              | <b>54,005</b>    | <b>58,073</b>    |
| <b>CAPITAL ASSETS (NOTE 3)</b>                       | <b>233,980</b>   | <b>234,333</b>   |
|  | <b>1,571,464</b> | <b>1,249,582</b> |
| <b>LIABILITIES &amp; NET ASSETS</b>                  |                  |                  |
| <b>LIABILITIES</b>                                   |                  |                  |
| <b>CURRENT</b>                                       |                  |                  |
| Accounts payable and accrued liabilities             | 577,829          | 717,341          |
| Due to related parties (note 6)                      | 13,388           | 10,402           |
| Government remittances payable                       | 3,473            | 16,516           |
| Current portion of capital lease obligation (note 4) | 13,416           | 12,941           |
|  | <b>608,106</b>   | <b>757,200</b>   |
| <b>CAPITAL LEASE OBLIGATION (NOTE 4)</b>             | <b>35,739</b>    | <b>49,155</b>    |
|  | <b>643,845</b>   | <b>806,355</b>   |
| <b>NET ASSETS</b>                                    |                  |                  |
| Invested in capital assets                           | 184,826          | 172,238          |
| Unrestricted   | 742,793          | 270,989          |
|  | <b>927,619</b>   | <b>443,227</b>   |
|  | <b>1,571,464</b> | <b>1,249,582</b> |

Approved on behalf of the Board:

  
DIRECTOR

  
DIRECTOR

The accompanying notes are an integral part of these financial statements.



# Statement of Operations

| FOR THE YEAR ENDED MARCH 31                       | 2014             | 2013             |
|---|------------------|------------------|
| <b>REVENUE</b>                                    |                  |                  |
| AANDC funding                                     | 4,388,354        | 4,264,058        |
| AANDC - Strategic partnerships initiative project | 300,000          | –                |
| Interest income                                   | 6,290            | –                |
| Other   | 452              | 613              |
|   | <b>4,695,096</b> | <b>4,264,671</b> |
| <b>EXPENSES</b>                                   |                  |                  |
| Amortization                                      | 96,839           | 96,971           |
| Client service delivery (Note 8)                  | 697,708          | 811,020          |
| Corporate services                                | 942,953          | 1,023,862        |
| Director fees and expenses                        | 578,667          | 608,907          |
| Policy development                                | 399,431          | 342,281          |
| Salaries and benefits                             | 1,058,271        | 1,267,241        |
| Strategic partnerships initiative project         | 304,927          | –                |
| Travel  | 99,918           | 86,351           |
|   | <b>4,178,714</b> | <b>4,236,633</b> |
| <b>OTHER ITEMS</b>                                |                  |                  |
| Loss on disposal of assets                        | 31,990           | –                |
|   | <b>4,210,704</b> | <b>4,236,633</b> |
| <b>EXCESS OF REVENUE OVER EXPENSES</b>            | <b>484,392</b>   | <b>28,038</b>    |

# Statement of Changes of Net Assets

| FOR THE YEAR ENDED MARCH 31                  | INVESTED IN CAPITAL ASSETS | UNRESTRICTED   | TOTAL          |
|--|----------------------------|----------------|----------------|
| Balance, beginning of year                   | 172,238                    | 270,989        | 443,227        |
| Excess (deficiency) of revenue over expenses | (96,839)                   | 581,231        | 484,392        |
| Purchase of capital assets                   | 96,486                     | (96,486)       | –              |
| Repayment of capital lease                   | 12,941                     | (12,941)       | –              |
| <b>BALANCE, END OF YEAR</b>                  | <b>184,826</b>             | <b>742,793</b> | <b>927,619</b> |



# Statement of Cash Flows

| FOR THE YEAR ENDED MARCH 31                     | 2014             | 2013           |
|---|------------------|----------------|
| <b>CASH PROVIDED BY (USED IN)</b>               |                  |                |
| <b>OPERATING ACTIVITIES</b>                     |                  |                |
| Excess of revenues over expenses for the period | 484,392          | 28,038         |
| Item not involving cash                         |                  |                |
| Amortization of capital assets                  | 96,839           | 96,971         |
|   | <b>581,231</b>   | <b>125,009</b> |
| Changes in non-cash working capital balances    |                  |                |
| Accounts receivable                             | (20,074)         | 12,810         |
| Prepaid expenses and security deposit           | (3,727)          | 1,077          |
| Accounts payable and accrued liabilities        | (149,569)        | 375,393        |
|   | <b>407,861</b>   | <b>514,289</b> |
| <b>INVESTING ACTIVITY</b>                       |                  |                |
| Purchase of capital assets                      | (96,486)         | (29,634)       |
| <b>FINANCING ACTIVITY</b>                       |                  |                |
| Capital lease principal payments                | (12,941)         | (12,212)       |
| <b>INCREASE IN CASH DURING THE YEAR</b>         | <b>298,434</b>   | <b>472,443</b> |
| <b>CASH, beginning of year</b>                  | <b>863,147</b>   | <b>390,704</b> |
| <b>CASH, end of year</b>                        | <b>1,161,581</b> | <b>863,147</b> |

The accompanying notes are an integral part of these financial statements.



# Notes to the Financial Statements

March 31, 2014

## 1. Nature of Operations and Summary of Significant Accounting Policies

### a) Nature and Purpose of the Organization

The First Nations Financial Management Board ("FNFMF" or the "Board") operates as a shared governance corporation without share capital that was established through Bill C20 the First Nations Fiscal and Statistical Management Act (the "Act") in 2005, which went into effect April 1, 2006. Under the Act, the FNFMF provides tools for modern fiscal management, improving the investment climate and promoting economic growth on Reserves across Canada.

### b) Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations ("ASNPO").

### c) Capital Assets

Additions to capital assets are recorded at cost. The Board amortizes its capital assets over the estimated useful life of each asset on a straight-line basis over the following number of years:

- » Computer equipment - 2 - 5 years
- » Leasehold improvements - term of lease (5 years)
- » Office furniture and fixtures - 10 years
- » Office equipment under capital lease - term of lease (5 years)

When capital assets no longer contribute to the Board's ability to provide services, its carrying value is written down to its residual value. When capital assets are disposed of no amortization is recorded.

### d) Leases

Leases are classified as capital or operating depending upon the terms and conditions of the contracts. Where the lease transfers the benefits and risks of ownership to the FNFMF, the lease is classified as capital.

### e) Revenue Recognition

Contributions from Aboriginal Affairs and Northern Development Canada ("AANDC") are recorded in the year the contribution becomes receivable under the terms of the applicable funding agreement.

### f) Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, equities traded in an active market and derivatives are reported at fair value, with any unrealized gains or losses reported in operations. In addition, all bonds and guaranteed investments certificates have been designated to be in the fair value category, with gains and losses reported in operations. All other financial instruments are reported at costs or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statements of financial position date and charged to the financial instrument for those measured at amortized cost.

### g) Use of Estimates

In preparation of financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

## 2. Cash

FNFMF's cash is held in one Canadian chartered bank and earns interest at the current prevailing rates of interest for business operating accounts.

# Notes to the Financial Statements

March 31, 2014

## 3. Capital Assets

|                                      | Cost           | Accumulated<br>Amortization | Net Book<br>Value 2014 | Net Book<br>Value 2013 |
|--------------------------------------|----------------|-----------------------------|------------------------|------------------------|
| Computer equipment                   | 269,185        | 171,530                     | 97,655                 | 78,292                 |
| Leasehold improvements               | 206,550        | 188,780                     | 17,770                 | 24,691                 |
| Office furniture and fixtures        | 157,194        | 86,515                      | 70,679                 | 69,795                 |
| Office equipment under capital lease | 68,394         | 20,518                      | 47,876                 | 61,555                 |
|                                      | <b>701,323</b> | <b>467,343</b>              | <b>233,980</b>         | <b>234,333</b>         |

## 4. Obligation Under Capital Lease

The FNFMB leases a photocopier at an interest rate of 3.62%. The lease matures October 30, 2017.

The future annual capital lease principal payments in each of the fiscal years ending March 31 under the agreement until maturity are as follows:

| Year                  | Amount          |
|-----------------------|-----------------|
| 2015                  | 13,416          |
| 2016                  | 13,917          |
| 2017                  | 14,428          |
| 2018                  | 7,394           |
|                       | <b>49,155</b>   |
| Less: current portion | <b>(13,416)</b> |
|                       | <b>35,739</b>   |

## 5. Commitments

The Board leases its office premises under a lease agreement expiring in fiscal 2017. The Board is obligated to make the following lease payments plus its proportionate share of the operating costs and property taxes which are approximately \$7,855 per month as of April 1, 2014. The Board is also committed under an operating lease for a mailer expiring in fiscal 2018.

The combined minimum annual lease payments until expiry are as follows:

| Year | Amount         |
|------|----------------|
| 2015 | 137,354        |
| 2016 | 137,354        |
| 2017 | 14,782         |
| 2018 | 910            |
|      | <b>290,400</b> |



# Notes to the Financial Statements

March 31, 2014

## 6. Due to Related Parties and Related Party Transactions

The related parties listed are connected through: sharing the same board member or director, or employ an immediate family member of the Board. Related party transactions consist of consulting and advisory services. All transactions are recorded at the carrying amount.

|                                      | 2014   | 2013   |
|--------------------------------------|--------|--------|
| Advances due to Temixw Planning Ltd. | 13,388 | 10,402 |

### The Board (received) paid to related parties the following amounts:

|                            |         |         |
|----------------------------|---------|---------|
| Temixw Planning Ltd.       | 165,113 | 240,017 |
| Rimrock Consulting Limited | –       | 16,365  |
| Dan Ollinger               | –       | 23,920  |
|                            | 165,113 | 280,302 |

## 7. Economic Dependence

Operations of the FNFMB are dependent on continued funding from the Aboriginal Affairs and Northern Development Canada to carry out its programs.

## 8. Client Service Delivery

Client service delivery involves direct costs associated with client requests for financial administration law and certification review. In addition, it covers support activities provided to First Nations in the financial administration law and system development process. Indirect costs such as salaries and administration costs are not allocated for purposes of financial statement presentation.

## 9. Financial Instrument Risk

The Association through its financial assets and liabilities, is exposed to various risks. The following analysis provides a measurement of those risks at March 31, 2014.

### a) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Board is not exposed to interest risk as it has no long or short term debt.

### b) Credit Risk

Credit risk is the risk that the Board will incur a loss due to the failure by its debtors to meet their contractual obligations. The Board is exposed to credit risk arising from its accounts receivable, however, as the balance is insignificant, the Board is not exposed to credit risk.

### c) Liquidity Risk

Liquidity risk is the risk that the Board will not be able to meet its obligations as they fall due. The Board maintains adequate levels of working capital to ensure all its obligations can be met when they fall due.

# Board of Directors

In accordance with Section 38 of the *First Nations Fiscal Management Act* (“the FMA”), a Board of Directors manages the First Nations Financial Management Board. The FNFMB operates as a shared governance institution under Parts 3 and 6 of the FMA. Under this governance model the FNFMB is not an agent of the crown but is accountable to the Minister of Aboriginal Affairs and Northern Development Canada (“AANDC”). The Board of Directors is responsible for the overall direction of the FNFMB, ensuring the FNFMB fulfills its legal and regulatory mandate under the FMA.

The Governor in Council appoints the Chairperson and a minimum of five and a maximum of nine (9) other directors. The Aboriginal Financial Officers Association of Canada (“AFOA”), or any other body prescribed by the FMA, appoints up to three (3) additional directors.

The FNFMB would like to thank Michele Baptiste for her service as a FNFMB director for the past five (5) years, and would also like to welcome Deanna Muise to the FNFMB Board.



**HAROLD CALLA** (*Executive Chair*) is a member of the Squamish Nation located in British Columbia. After many years of experience in international business, Harold has worked with the Squamish Nation as a negotiator in the areas of economic development, land management and finance and served eight years on the Squamish Council. Harold represented Squamish Nation interests in the development of the First Nations Land Management Act, First Nations Fiscal Management Act, First Nations Commercial and Industrial Development Act, and First Nations Oil and Gas and Moneys Management Act. These optional legislative pieces allow First Nations to operate outside of some of the provisions of the Indian Act and determine for themselves how to manage their affairs. He is currently a member of the Board of Directors of Fortis BC Inc. and is Chair of their Audit Committee. He has completed terms on the Boards of Canada Mortgage Housing Corporation, Partnerships BC and the Nicola Valley Institute of Technology. He has either chaired or served on the Audit Committees of these various boards. Harold is a recipient of numerous awards in recognition of excellence in leadership. In particular, the C.G.A. Association of Canada celebrating their 100th year in 2008 recognized Harold as one of 100 CGA's who, in their view, over the 100 years have made a difference and in August 2012 Harold was also awarded a Fellowship by the C.G.A. Association of Canada. Harold is also a member of the Aboriginal Financial Officers Association and has been awarded the designation of Certified Aboriginal Financial Manager.



**BRIAN TITUS** (*Vice-Chair*) is a Certified Aboriginal Financial Manager. Brian is a member of the Tr'ondëk Hwëch'in First Nation of Dawson City, Yukon Territory, and has lived in British Columbia since 1987. Mr. Titus has extensive experience working for First Nation communities such as Sto:lo Nation, Sts'aliés First Nation, Osoyoos Indian Band Development Corporation, in policy development, strategic and operational planning, economic development and accounting. In 2013 Brian started a consulting company, Brian Titus Strategic Consulting, who provide services for First Nations such as Nacho Nyak Dun, Upper Similkameen, and the Seabird Island Band. Mr. Titus holds and has held many seats for organizations such as AFOA BC, AFOA Canada, Chief Isaac Inc. Northern Visions Development, and the FNFMB.

# Board of Directors *(continued)*



**TOM LAWSON** OSJ, CD, is an Honorary Colonel and brings years of private and public sector management experience to this director position. Over the span of his professional career, he has held the position of President with Empire Aviation, Woodholme Holdings Limited, as well as Vice President of Lawson Foundation Limited. He was also a Chairman of the St. Clair Parks Commission and a Director on the National Aboriginal Economic Development Board. He is an Honorary Snowbirds 431 Air Demonstration Squadron, and is active in the Reserves. Mr. Lawson attended both the University of New Brunswick and University of Western Ontario. He is the former Mayor of Grand Bend, ON and a former County Councillor in Lambton, ON.



**GARY NOTT** was the Managing Partner of Deloitte & Touche LLP in Western Canada until his retirement in June 2006. In addition to being a senior member of the management of the Canadian division of Deloitte, Mr. Nott was senior audit partner, serving the Vancouver office's largest clients. He acted as auditor for First Nations in Saskatchewan and British Columbia and was an advisor for a multitude of First Nations economic development activities. He was also an auditor and advisor to the First Nation clients on land claims, treaty and economic matters, as well as internal control and accounting system and disclosure matters. Mr. Nott has been active in community and professional affairs. He has held a number of senior Chamber of Commerce offices and is a Fellow of the B.C. Chamber of Commerce. He was a director of the Canadian Better Business Bureau and he is a graduate of the Banff School of Advanced Management. Mr. Nott was a member of the Canadian Institute of Chartered Accountants' study group dealing with accounting principles for First Nations. He is also currently a member of the Institute of Corporate Directors, a member of the Board of Directors of a global engineering software company and a member of the Board of a First Nations economic development corporation.



**BARRIE ROBB**, a resident of Calgary, is a Principal in FIVARS Consulting Ltd., which provides negotiations services and business advice to First Nations, Industry and government. Previously he was Vice President for a privately owned northern aboriginal construction company, the Mackenzie Aboriginal Corporation; shareholders included: the Gwich'in Tribal Council, Denedeh Investment Inc., URS-Flint, Ledcor, Peter Kiewit and the North American Construction Group. For eight (8) years he was the Regional Director General for the Department of Indian Affairs in Alberta. Prior, he worked as a part of the federal negotiation teams on negotiations of land claims and self-government in the north and with the Nisga'a. He is a member of the Board of Directors of the Alberta Chamber of Resources and is Chair of its Aboriginal Relations Committee. During his working career he has worked in senior positions in three different levels of government. He holds two Master Degrees: in Industrial Relations and in Public Administration.



**DEANNA MUISE** resides in Alberta where she is one of two Metis partners with Kingston Ross Pasnak LLP Chartered Accountants, one of the largest full service local chartered accounting firms in the province. She is a CA and TEP member. For over 25 years her practice has provided taxation services to the firm's clients, including work on Aboriginal taxation issues. Deanna has a diverse practice which includes work with various individuals and entities in restructuring their businesses for estate planning, creditor protection and tax minimization purposes, in conjunction with working on share and asset acquisitions and dispositions. She has also structured new ventures with owner managers and First Nations Business Enterprises to maximize tax savings for all involved. Deanna is active in the tax community, including teaching taxation courses to students enrolled in the CA program, marking tax exams, speaking at Tax Conferences and presenting numerous tax seminars to the Canadian Bar Association, Legal Education Society of Alberta, clients, legal firms, staff and the general public. Deanna has been very involved in promoting women in golf, including sponsoring and chairing an Edmonton area women's full season match play golf event for the past 12 years. She recently chaired a large scale fundraising event for the Golf Canada Foundation, which supports junior, collegiate and Olympic team golf as well as encouraging more women to take up the game.



**JIM PRODGER** resides in Truro, NS where he owns and operates Prodger and Associates Business Consultants. He is a Certified Aboriginal Financial Manager and began working with the Millbrook First Nation in 1989 in a part time advisory capacity and full time since 2000 as the Finance Manager. He has also worked with three (3) other First Nations in the past in an advisory role. He is serving his seventh (7th) term as treasurer of the First Nations Tax Administrators Association and sits on the Board of Trustees for the First Nations Market Housing Fund.



**ADITYA JHA**, a serial entrepreneur and passionate philanthropist, lives in Ontario. He is the recipient of one of the highest civilian honors of Canada- Member of the Order of Canada, Champions of Public Education in Canada award by The Learning Partnership and Lifetime Achievement award from Indo-Canada Chamber of Commerce besides numerous other national/ international recognitions. He is on the Board of Governors of Sheridan Institute of Technology & Advanced Learning as well as the Art Gallery of Hamilton and also serves in the role of Entrepreneur-In-Residence at the School of Business, Centennial College. He has worked in various capacities at large technology companies in India, Singapore and Canada and is currently the CEO of Euclid Infotech Pvt. Ltd, India with customers in more than 100 countries. He is the Founder & Chairman of POA Educational Foundation that has endowed thirteen bursaries at three universities and one college and is seriously engaged through his private foundation with projects to nurture entrepreneurship within First Nations communities. He was previously the Chair of UNICEF Canada India HIV/AIDS Campaign and a Board member for the Ontario Investment & Trade Advisory Council.



**ROMEO CROW CHIEF** is a member of the Siksika Nation. Prior to working as a consultant, Romeo worked for Siksika Nation for twenty-one (21) years in various financial and management positions and during this time, he also served a term as a Councillor for the Siksika Nation. As well, he was the President and Executive Director of AFOA Alberta and for seven years served on the Board of AFOA Canada of which he served as Chairperson for three (3) years. Currently, he is President of Crow Chief Consulting and Mentoring Services. Romeo has been invited to conduct workshops and presentations on indigenous mediation and economic development worldwide, including Romania, Taiwan, Australia and the Philippines. In 2005, he was awarded the Deputy Ministers' Pride and Recognition Award for Excellence in Leadership, and in 2007, he was awarded INAC's Regional Award of Excellence. Romeo has published a handbook called *"First Nation Leadership Practices and Tools for success"* and recently completed a book titled *"Understanding First Nation Finances and Personal Financial Fluency"*.



# Board of Directors *(continued)*



**ANDRÉ RICHER** (*appointed 2012-07-06*) is Algonquin. He is a Chartered Administrator, a Chartered Professional Accountant, a Certified Aboriginal Financial Manager and a graduate of the University of Québec in Montréal. Fluent in both French and English, André has acquired over forty (40) years of regional, national and international executive level experience in accounting, finance and management working for various entities, Government of Canada Crown corporations, private and public business corporations and various Aboriginal organizations, including the Assembly of First Nations. An active member of AFOA-Quebec and AFOA-Canada, he is committed to the fundamental belief that education and capacity development are key to successful governance and to building social and economic prosperity within Aboriginal communities. Having lived all across Canada, on and off reserve, André currently resides in Québec providing various consulting services aimed at achieving these goals.



**NANCY MURPHY** (*appointed 2012-07-06*) is a member of the Seabird Island First Nation located just outside of Chilliwack, BC. Nancy is a Certified Aboriginal Financial Manager and a Professional Aboriginal Economic Developer, and is the proprietor of an advisory business as an advisor and mentor that provides services to a number of First Nations and organizations. Throughout Nancy's entire career spanning over twenty (20) years, she has focused on improving the quality of life for First Nations people. Nancy has extensive experience working with many First Nation governments and organizations in a variety of capacities and areas including education, health, human resources, housing, policy, financial management, capacity development, community planning, project management, economic development, land management and governance. Nancy also serves as a director for both the Seabird Island Development Corporation and Stó:lō Community Futures.



**MICHELE BAPTISTE** is Bear Clan and a member of the Algonquin First Nation of Pikwakanagan Ontario; her traditional name is Red Sunset Woman. She has invested the last twenty-plus (20+) years devoting herself to community development, both at grassroots and national levels through her career and volunteer efforts. During her fourteen (14) years as National Manager-Aboriginal Relations at Scotiabank she led efforts to expand Scotiabank's business and community involvement with Aboriginal people/communities and to increase Aboriginal employment at the bank. Michele has an educational and business background in marketing and public relations. She was appointed to the First Nations Financial Management Board by Governor in Council in February of 2009, was President of the Native Canadian Centre of Toronto Board for three (3) years—a Director for six (6) years—and serves on the Community Council for Aboriginal Legal Services of Toronto, Advisory Committees for the National Women in Leadership Foundation and the Canadian Aboriginal Music Awards since their inception in 1999.

# Corporate Information

## Directors

**Harold Calla**, CPA, FCGA, CAFM  
*Executive Chair*  
British Columbia

**Brian Titus**, CAFM  
*Vice-Chair*  
British Columbia

**Deanna Muise**, CA, TEP  
Alberta

**Gary Nott**, CPA, CA, CAFM  
British Columbia

**Jim Prodger**, CAFM  
Nova Scotia

**Barrie Robb**, BA, MPA, MIR  
Alberta

**Aditya Jha**, C.M., M.Sc., LL.D. (Hon.)  
Ontario

**Romeo Crow Chief**, CAFM  
Alberta

**Tom Lawson**, OSJ, CD  
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**Michele Baptiste**  
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**André Richer**, C.Adm., CPA, CGA, CAFM  
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**Nancy Murphy**, CAFM, PAED  
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## Staff

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*Director, Standards & Certification*

**Shayla Point**, BA, LLB  
*Senior Manager, Legal & Corporate Services*

**Maureen Thomas**  
*Manager, Human Resources & Information Management*

**Sarah Berto**, CPA, CA  
*Manager, Financial Performance Certifications*

**Rebecca Lowrey**, CPA, CA  
*Manager, Financial Performance Certifications*

**Crystal Penney**, CPA, CGA  
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**Laurie Bonacci**  
*Officer, Legal & Corporate Services*

**Jordan Wapass**, MPP  
*Officer, Capacity Initiatives & Development*

**Anita Lin**, CPA, CGA  
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**Natani Leech**  
*Administrative Assistant*

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