Supporting First Nation Members Into The Next Decade

SAMPLE

A Five Year Sustainability Plan For The First Nation Sample Association of Canada

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1.1 Association Background

The First Nation Sample Association of Canada (FNSAC) is a member driven, national, non-profit association that has been operating for 35 years. This Association was established out of the recognition that Aboriginal people's health needs can best be met by Aboriginal health professionals. The FNSAC has established itself as the voice of First Nation Sample in Canada and is the only organization of its kind.

The FNSAC is directed by the following vision statement:

"The First Nation Sample Association of Canada will be widely recognized as a vital expert resource in advancing the health of Aboriginal communities, through its work with and on behalf of Aboriginal health professionals."

The FNSAC is directed by the following mission statement:

"The First Nation Sample Association of Canada will improve the health of Aboriginal people, by supporting Aboriginal health professionals and by promoting the development and practice of Aboriginal Health. In doing so, the Association will engage in activities related to recruitment and retention, member support, consultation, research and education."

The Association exists to achieve six objectives:

1. To recruit and maintain a registry of The FNSAC regular and associate members and act as a resource to the members.

2. To act as an agent in promoting and striving for better health for Aboriginal people; that is, a state of complete physical, mental, emotional, social and spiritual well-being.

3. To conduct research and knowledge translation / transfer / dissemination on Aboriginal health, culture and including the special health needs of Aboriginal people.

4. To research, assemble and further develop Aboriginal health.

5. To assist in developing culturally appropriate curriculum in as a means of recruiting and retaining more Aboriginal people in to better serve Aboriginal communities.

6. To provide advice to Aboriginal and non-Aboriginal governmental organizations in developing initiatives designed to improve the health of Aboriginal people.

Guided by the aforementioned objectives, the Association targets a membership base that includes:

Regular Members

Registered Health professionals of Aboriginal descent in Canada.

Associate Members

Health care workers of Aboriginal and non-Aboriginal descent; and
Registered Health professionals of non-Aboriginal descent in Canada.

Student Members

Students of Aboriginal and non-Aboriginal descent studying and/or working within the health care field in Canada.

As of July 2008, the Association had 115 regular members, 50 associate members and 18 student members for a total membership base of 183.

1.2 Challenges Ahead

Over recent years of operations, the staff and Board of Directors of the FNSAC have identified the need to prepare the organization for challenges and changes occurring within the current operating environment. The following challenges lie ahead for the Association:

1. The Association is facing a significant decrease in core funding from key federal sources. It is possible that these sources may be cut entirely in the foreseeable future. The Association must explore the potential of own source revenue generation and prepare for the transition from a government funded Association to a self sufficient Association.

2. The Association must evaluate the vision, mission and mandate of the organization to ensure that the Association is effectively representing health professionals of all Aboriginal heritage groups in Canada.

3. The Association must ensure that the products and services being brought to the membership are cost effective and are considered valuable to the end user.

4. The Association must examine their current and future management, governance, marketing, operating and financial activities to ensure that the operating structure can effectively support membership.

5. The Association must examine and develop partnership opportunities that may lead to essential increases in operating revenues and/or increased profile of the Association.

6. The Association must examine ways to increase the membership base.

At this point in time, the Association must prepare the organization for the changes needed to address the future challenges facing the FNSAC. A proactive, modest and realistic plan will be required to build on the historical success of the organization and ensure there is a place for the First Nation Sample Association of Canada in the future of Aboriginal health.

1.3 Creating Momentum For Positive Change

(A) Key Organizational Challenges

Throughout the past decade, the Association has persisted through some difficult times as an organization. From an operational standpoint, the FNSAC has managed to remain successful through:

- extended vacancies at the Board level resulting in a loss of efficiency, effectiveness and national representation at the Director level.
- high turnover and extended vacancies at the Executive Director position.
- high staff turnover and extended vacancies in key support positions within the organization.
- consistent difficulties communicating with members.
- decreases in, and the loss of support of, members.
- consistent reductions in core operating and program funds.

More recently, while this report was being prepared, the FNSAC has five major events that have limited the potential of the FNSAC. In the first three quarters of 2008, the Association:

- has terminated their Executive Director.
- has terminated their Senior Policy Analyst.
- has terminated their Communications Officer.
- is being managed and operated by a staff compliment of two (out of a possible five positions).
- is being governed by a total of twelve Directors (out of a possible nineteen Board positions).

For an Association that is endeavouring to become self sufficient, the present corporate environment is extremely dangerous and could seriously jeopardize the performance and future existence of the organization itself. The Association remains operational, doing what can be done with available human resources. This is not a desirable position to be negotiating future financial supports or managing current human resources. Financial stakeholders may choose to reduce, limit or terminate future financial support. Existing staff may resign due to the lack of management support and the extreme work load resulting from three vacant positions.

These serious problems must be quickly resolved in order to project a positive, proactive organization for the future. It is important for the FNSAC to begin to position the organization for a more stable future.

(B) The FNSAC Self Examination

Although the picture on the surface appears to be desperate, there is potential within the FNSAC to build significant momentum towards a self sustaining organization. Carefully filling vacancies on the Board and hiring qualified personnel will allow for an immediate shift in focus for the organization. It will also allow for an easier transition from a government supported organization to a self sustaining organization.

With this being said, there are several historical trends that raise questions about the organizational activities of the FNSAC. The Board of Directors must take the time to look in the mirror and prepare for a new way of operating. Prior to this shift towards self sustainability, the Board must ask the following rhetorical questions:

- Should the Association be managed by a third party in the short term?
- Should corporate mentors be solicited to assist the Board and staff in the short term?
- Is a drastic change needed at the Board level now?
- Is the existing Board putting in the effort needed to properly govern and guide the Association towards self sustainability?
- Does the overall performance of the Board need to be addressed to demonstrate to the membership how they are performing as a whole and individually?
- Should existing Board members re-examine their commitment and desire of belonging to the FNSAC?
- Can and should the existing structure of the Board be limited? If so, how?
- Why is there such a high staff turnover?
- Why has the Association had five different Executive Directors in the past decade?
- How can communication breakdowns be limited between Association staff and the Board in the future?
- How can the Association's staff compliment be reorganized to be a more efficient and productive group?
- Do salary levels, the responsibilities and the duties of staff match the required output for self sustainability?
- Realistically, is the Association ready to become a self sustaining entity today?

As the FNSAC evaluates these issues, the Association must push forward and develop a strategy that allows for a positive response to the questions above. The Association will persist, as it always has, and there currently is an opportunity to develop a plan that will secure a viable future. This plan must examine the strengths of the organization and build on those strengths to ensure long term success.

C) Building Momentum on Strengths and Past Success

The FNSAC will build momentum from many recent successes despite an organization structure that is missing many important personnel. These successes include:

- An increase in overall membership numbers between fiscal year 2007 and 2008.
- The implementation of an effective print and broadcast advertising campaign being used to support the image and activities of the FNSAC and its membership.
- The successful revamping of the Association's web-site and digital presence.
- The development of a nation wide needs assessment of present and past members.
- Extraordinary commitment and dedication put forth by the remaining Association staff and Board required to carry out the day to day operations and objectives of the FNSAC.
- The development of this self sustainability plan.

Moreover, the Association, year after year, solidifies its very existence and purpose by consistently delivering health and life sustaining work throughout Canada. As a proven national organization, the FNSAC most notable accomplishments are as follows:

- Improving the health of Aboriginal people of all heritage groups throughout urban, rural, and remote Canada.
- Hosting an annual celebration of First Nation Sample Day.
- Developing the Scholarship.This is an annual $2,500 scholarship that is awarded to two students of Aboriginal ancestry.
- Assembling First Nation Sample and healthcare workers from across Canada annually to discuss important issues about Aboriginal health and .
- Developing professional studies, position papers, fact sheets and research reports (over 30) on various topics on Aboriginal and healthcare.
- Improving Aboriginal recruitment and retention throughout Canada.
- Acting as the recognized voice of First Nation Sample across Canada by promoting the development and practice of Aboriginal health .
- Conducting advocacy and consultation activities on behalf of Aboriginal people, health professionals and health care workers in Canada.
- Making specialized training available to members and other health care workers and health professionals.
- Providing essential student mentor services.
- Developing and distributing a quarterly newsletter titled "The Aboriginal Health professional." This newsletter connects First Nation Sample from coast to coast.

Although the association is not operating at capacity the vital signs of this organization remain positive. There is an increasing demand for the Association which means there still remains a need for the FNSAC in Canada. There are many great products and services being offered by the FNSAC that are required to support First Nation Sample in Canada. There is a promotional and communication infrastructure in place to communicate with members. There are dedicated personnel and Board members that believe in the organization. There is still some financial support in place for the organization to assist with the transition to self sustainability. There are many positives to build on. The next steps in the organization’s development will be to stabilize the organization and implement this five year sustainability plan.

1.4 The Next Phase of Operations

The FNSAC has survived a number of phases of operations and it is anticipated that the organization will be able to adjust to a changing environment once again. The extensive history of success and persistence of the FNSAC will be the foundation for the future development of the organization. The following timeline illustrates key stages in the development of the FNSAC.

1982 Head office is relocated to Ottawa, Ontario.

1983 Name changed to FN professionals of Canada.

1992 Name changed to First Nation Sample Association of Canada (FNSAC)

2000 Funding from the Medical Services Branch of Health Canada ends.

2008 The First Nation Sample Association of Canada develops their first self sustainability plan designed to examine the financial viability of the Association and begin to position the organization for long term stable operations.

2009 The First Nation Sample Association of Canada begins to operate with the medium term goal of self sustainability.

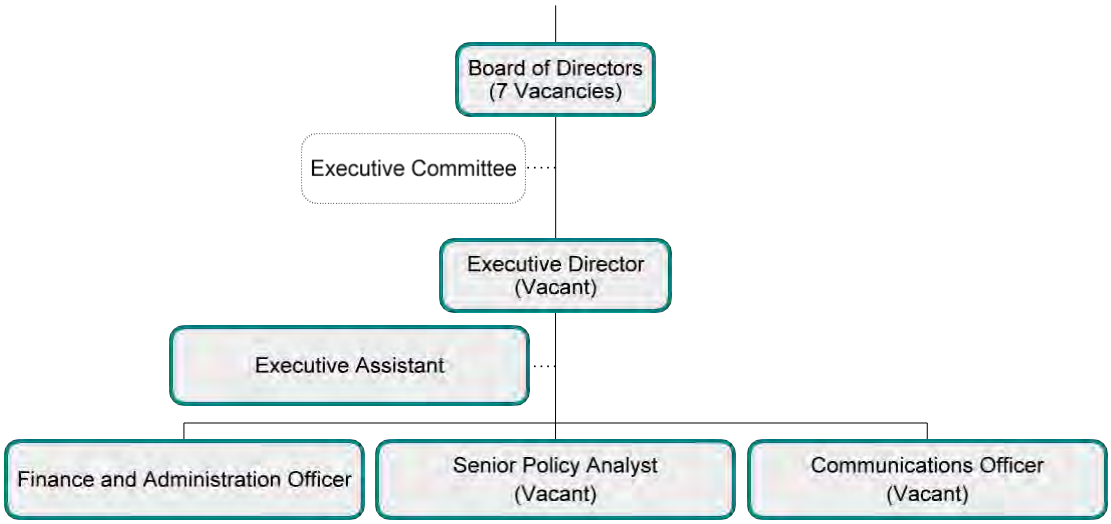
2.1 Present Corporate Structure & Organizational Chart

(A) Present Corporate Structure

The First Nation Sample Association of Canada (FNSAC) is a non-profit Corporation without share capital under Part II of the Canada Corporation Act. The Association was incorporated in 1975.

(B) Organizational Chart

The organizational chart below illustrates how the FNSAC is presently structured. An explanation of each level is included in Section 2.2.



2.2 Corporate Governance and Management

FNSAC Membership

As a member driven and led organization, the FNSAC is governed by the collective membership as a whole. As of July 2008, the Association had 115 regular members, 50 associate members and 18 student members for a total membership base of 183. Each membership type is explained below:

Regular Members: Consist of any Registered Health professional or any health professional eligible to be registered as a Registered Health professional and is of Canadian Aboriginal ancestry may apply to become a Regular Member of the Corporation.

Regular Members are entitled to one (1) vote on each matter submitted to a vote of the Members providing that annual membership fees, as may be determined by the Board of Directors, are fully paid. Regular Members are eligible to hold office as a Director or other Officer of the Corporation.

Associate Members: Consist of any person who has shown an interest in the activities of the Corporation. At present, this includes: Health care workers of Aboriginal and non-Aboriginal descent; and Registered Health professionals of non-Aboriginal descent in Canada.

Student Members: Include students of Aboriginal and non-Aboriginal descent studying and/or working within the health care field in Canada.

Although Associate and Student Members are not entitled to any voting rights, they are entitled to be kept informed of all the issues and activities of the Corporation and able to participate in the activities of the Corporation.

The Association grew its overall membership base from 129 in 2007 to 183 in 2008. Most of this growth occurred in the number of regular members which increased by 47 members during this period.

Board of Directors

The property and business of the corporation is managed and governed by a Board of Directors comprised of 19 regular members. The Board is directly accountable to the Membership of the Corporation. The Board consists of three Executive members who make up the Executive Committee and are comprised of a President, Vice President and Secretary-Treasurer and sixteen representatives from all provinces and territories within Canada. Directors are elected by Regular Members for the following provinces and territories:

Alberta (1)
British Columbia (1)
Labrador (1)
Manitoba (1)
New Brunswick (1)
Newfoundland (1)
Northwest Territories (1)
Nova Scotia (1)
Nunavut (1)
Ontario - North (1)
Ontario - South (1)
Prince Edward Island (1)
Quebec - Anglophone (1)
Quebec - Francophone (1)
Saskatchewan (1)
Yukon (1)

As of October 20th, 2008, the Association had 7 vacant Board positions. The regions that are not currently represented include:

Labrador	**New Brunswick**
Newfoundland	**Prince Edward Island**
Quebec (Anglophone)	**Quebec (Francophone)**

Yukon

Elections for Board of Directors representing the Yukon, British Columbia, Saskatchewan, Northern Ontario, Quebec, New Brunswick, and Prince Edward Island take place in even numbered years. Directors representing all other areas take place in odd numbered years.

All Directors must be individuals, 18 years of age, with power under law to contract and must be in good standing with the Corporation. To protect the Board of Directors from liability, the FNSAC maintains adequate board of directors insurance.

Directors are not paid for their service and commitment to the organization. Their role is voluntary and with the exception of eligible expense reimbursements, no financial compensation is received at the Board level.

Executive Committee

The Executive Committee is comprised of the President, Vice President and Secretary-Treasurer of the Association. The President of the FNSAC is the Chairperson of the Committee. The Committee has the authority to exercise certain powers as determined by the Board. The aforementioned Officers of the Corporation are elected at the Annual General Meeting of Members. The President and Vice-President shall be elected in those years ending in an even number and the Secretary-Treasurer is elected in those years ending in an odd number.

Executive Director

Under the direction of the Board, the Executive Director is responsible for managing and carrying out the day to day activities and operations of the Association. The Executive Director is directly accountable to the Board of Directors. This includes, but is not limited to:

- Interpretation of the Mandate.
- Management of daily administrative affairs.
- Management of financial affairs.
- Evaluation of the organization.
- Support Board of Directors meetings, Executive Committee meetings and the Annual General Meeting of the Corporation.

Please refer to the Association's policy documents for more information on the roles and responsibilities of the Executive Director (B2 - Article I).

This position currently sits vacant as a new strategy is developed and the required managerial capabilities are determined. It is anticipated that this position will be filled by January 2009.

2.3 Association Staff

The Association's current core staff is made up of five full time positions including:

- Executive Director
- Administrative Assistant
- Finance Officer
- Communications Officer
- Senior Policy Analyst

It is the role of the core staff to ensure that the work plan and daily activities and operations of the Association are effectively and efficiently managed and carried out. All activities are overseen by the Executive Director and therefore, all staff report directly to the Executive Director.

As of October 2008 the Association's staff compliment consisted of 1 Administrative Assistant and 1 Finance Officer. The remaining 4 positions were vacant including the position of the Executive Director.

Once a new Executive Director is hired, an assessment of staffing needs will be conducted to determine the role and need of other support staff positions.

The Association's policy documents provide more detailed historical information on the roles and responsibilities of the core staff.

2.4 Using Partnerships To Assist Management

As described by the National Chief of the Assembly of First Nations the FNSAC is...

> *"An invaluable source of support, information and technical expertise to First Nations communities across the country. In addition, the association both through role modeling and by direct promotional activities has encouraged substantial numbers of our young people to enter and other health professions."*

Recognized as the voice of First Nation Sample in Canada, the FNSAC is sought by other national, provincial, regional and local organizations and agencies for advocacy, advisory, and educational expertise.

As extracted from the FNSAC web-site, the organization has had past or current partnerships at varying levels with the following entities:

- Aboriginal Caucus on Family Violence
- Canadian Council on Children and Youth
- Canadian Council on Social Development
- Canadian Diabetes Association
- Canadian Institute on Child Health
- Canadian Health professionals Association
- Canadian Pediatric Society
- Canadian Public Health Association
- Canadian Society for Circumpolar Health
- Economic Development for Canadian Aboriginal Women
- First Nations Health Commission
- Joint National Committee on Aboriginal AIDS Education Prevention
- Hearings on Mental Health and AIDS
- Hearings on New Reproductive Technologies
- National Aboriginal Health Network
- National Aboriginal Health Organization
- Native Health professionals Entry Program (Lakehead University)
- Provincial and Territory Registered Health professionals Association
- Joint Advisory Committee on HIV/AIDS

In particular, members of the FNSAC serve as advocates and advisors to both government and other agencies including:

- Assembly of First Nations Health Commission
- MSB's Indian and Inuit Health Careers Program
- National Indian and Inuit Community Health Representatives Organization (NIICHRO)
- Native Health professionals Access Programs at the University of Saskatchewan and Lakehead University

Support for the work of the FNSAC is widespread and stems from the mainstream health community and Aboriginal organizations alike. Professional health groups such as the Canadian Association of Schools for , the Canadian Public Health Association and the Indian and Inuit Health Committee of the Canadian Pediatric Society are also active supporters of the FNSAC.

The FNSAC is also an affiliate of the Canadian Health professionals Association (CNA). The CNA is a federation of 11 provincial and territorial registered health professionals associations and colleges representing more than 133,700 health professionals and health professional practitioners in Canada. The CNA has been particularly supportive of the FNSAC’s efforts.

Potential Partnerships

During the data collection phase of this business planning process, current members, Directors and staff of the FNSAC were asked to provide a list of other organizations and/or agencies that it could possibly partner with.

2.5 Use Of Professional Management Support

In 2008, the FNSAC incurred consulting and professional costs of $113,997. These costs included activities such as: consulting, facilitation, legal, accounting and auditing services along with other research projects. In 2007, these aforementioned costs were comparative at $116,737.

As the Association moves towards self sustainability, the need for professional services in consulting, accounting, auditing, and legal will remain a required support for management. Of these, accounting, auditing and legal services are three cost categories that will remain relatively consistent on an annual basis. Other costs such as consulting, facilitation, and research are variable costs dependent on the level of planned activity for each fiscal year.

All organizations require professional support to assist with the effective management of their organization. This can be achieved via hiring a qualified staff member to support the organization or by hiring professional consulting services. At this point in time, it is projected that the one time managerial support need in the areas of meeting facilitation, board training and development, third party review services, human resources training and recruiting services will be better served by professional service contracts. It is anticipated that these one time professional services will cost the organization approximately $20k - $30k per year.

For planning purposes, it is likely that the Association will need to budget approximately $120,000 for professional services costs on an annual basis.

2.6 Management Strengths and Weaknesses

When examining the corporate and management structure on the whole, the FNSAC has more weaknesses than strengths in 2008. It is important to note that this is true in 2008 and that the strengths of today are the strengths that have been consistent in this organization over time. The strengths are key foundations which have led to the long, successful history of the organization. The management weaknesses are all the result of environmental changes surrounding the organization. These weaknesses are all overcome with continued, solid management practices and should not be considered fatal to the organization.

Management Strengths

- Existing staff are highly committed, experienced and willing to put forth the effort necessary for success.
- Financial and administrative functions of the FNSAC are well executed and the financial management systems in place are sound.
- The organizational structure is not overburdened with staff and provides an effective, streamline operation.
- Governance documents, policies and procedures of the FNSAC are deemed acceptable and provide a good basis to allow the corporation to run smoothly and successfully.

Management Weaknesses

- Seven Board of Directors positions are vacant and national representation is not present.
- Board needs to meet more often to stay in tune with the activities of the Association.
- Directives set during Board meetings are not always undertaken.
- Roles and authority of Board and Executive Director requires immediate clarification.
- There is no Executive Director in place.
- Poor communication between the Board and Staff which has and may continue to lead to conflict.
- Low Board attendance and participation for meetings resulting in not making quorum.
- Micro-management required by the Board due to lack of staff.
- No mechanism in place today to address overall Board performance and commitment (no accountability system).
- Recruitment and selection difficulties persist.
- A high turnover of support staff.
- A lack of training and development activities for staff (including a lack of an employee orientation package).

3.1 Industry Definition

The First Nation Sample Association of Canada belongs to and operates within what is defined by the North American Industry Classification System (NAICS) as the Professional Associations industry within Canada. This is a sub-industry of the Business, Professional, Labour and Other Membership Organizations industry in Canada. In particular, associations within this industry are defined as follows:

> "This industry comprises establishments primarily engaged in advancing the professional interests of their members and the profession as a whole. (NAICS - 813920)"

Industry performance statistics regarding the non-profit industry and the aforementioned industry reveals that:

- Operating revenues for the entire industry excluding hospitals, universities and colleges were $61.978b in 2004, $57.028b in 2003 and $53.967b in 2002.
- 2004 small business profiles developed and published for this industry reveal that The FNSAC is classified within the Upper/Middle of the industry with an operating budget of $500k per year. Associations in this industry had a gross margin of 94.6% and generated a net income of 9% compared to revenues. Costs were broken down as follows: 5.4% cost of sales and 85.6% for operating expenses.
- 69.9% of all associations in this industry were profitable.
- The table below illustrates the key sources of operating revenue of non-profit organizations in Canada in 2004.

Sources of Operating Revenues		
Sources	**2004**	**%**
Income	**$61,978,000,000**	**100%**
Sales of Goods and Services	**$25,861,000,000**	**41.7%**
Membership Fees	**$10,690,000,000**	**17.2%**
Investment Income	**$3,257,000,000**	**5.2%**
Current Transfers from Households and Businesses	**$9,595,000,000**	**15.4%**
Transfers from Households	$8,487,000,000	
Transfers from Businesses	$1,108,000,000	
Current Transfers from Governments	**$12,575,000,000**	**20.5%**
Transfers from Federal Government	$3,223,000,000	
Transfers from Provincial Government	$8,868,000,000	
Transfers from Local Government	$484,000,000	

- As the table above indicates, a majority of Associations in Canada generate operating revenues through the sale of goods and services, transfers from governments, membership fees and transfers from households and businesses.

3.2 First Nation Sample in Canada

(A) Aboriginal Health professionals

Simply put, First Nation Sample and health care workers represent the foundation of health care and health care systems for aboriginal people of all heritage groups in urban, rural, and remote communities across Canada. As representatives of the FNSAC are first to say, "The dedication shown by our First Nation Sample is second to none."

Presently, there is no research that outlines the existing workforce characteristics of First Nation Sample in Canada. As a result, only estimates of the actual number of First Nation Sample exist. Statements made by national health organizations between 2000 and 2003 suggested that there were approximately 1,200 First Nation Sample in Canada. Today, experts suggest that there may be as many as 1,500 - 2,000. One thing is for sure, resources must be accessed to conduct research that will reveal a more reputable source for the number of Aboriginal RN's in Canada.

While the exact number of Aboriginal RNs in Canada is currently unknown, there is evidence to support the challenges and issues confronting the mainstream and Aboriginal workforce and environment.

In particular, a report published by the National Aboriginal Health Organization (NAHO) in 2003 titled *"Aboriginal Health Human Resources - A Pillar for the Future"* made the shortage of health care providers in Canada clear - both mainstream and aboriginal. Particularly, this report indicated that:

- The profession in Canada is considered to be in crisis. In 2005, the Canadian Health professionals Association reported a total of 268,376 registered health professionals in Canada. The CNA also projected that "there will be a shortage of 78,000 RNs in 2011 and 113,000 RNs by 2016".

- The number of registered health professionals in Canada has dropped by about eight per cent in the last nine years alone, and licensed practical health professionals by as much as 21%. Issues reported as common to the three groups include: aging workforce, retention and recruitment issues, stress and work overload, safe and healthy work environments, and high attrition rates.

- Canada currently has three regulated professions: Registered Health professionals (RNs), Licensed Practical Health professionals and Registered Psychiatric Health professionals. These three groups combined account for more than half of all health care workers in Canada.

- In 2003, the disciplines of , dietetics and dentistry registered numbers were reported to be seriously under-represented. At that time, the FNSAC estimated that there were between 1,000 and 1,200 First Nation Sample out of a Canadian total of 252,000 (2003).

- A Health Canada study found it is necessary to increase the number of Aboriginal health professionals; as an example, more than 800 new First Nation Sample are needed. It can be safely assumed that the mainstream projected shortfall encompasses the Aboriginal health professional population too.

- A 2006 national study of Aboriginal Registered Health professionals in Rural and Remote Canada supports the existing and future shortfall of health professionals. Moreover, the average age of First Nation Sample is 41.5 years, and accounts for 46% of the total First Nation Sample in their study. On average health professionals retire at 56 years, leaving a 14.5 years buffer zone before about half of all First Nation Sample begin to enter into retirement.

- Despite the fact that the average age of First Nation Sample is 3.1 years younger than their non-Aboriginal counterparts, what remains unclear is their attrition rate. In other words, researchers, policy makers and government officials have little understanding about the factors that are eroding the Aboriginal population before active retirement. If not addressed systematically, a significant loss of First Nation Sample will occur. This makes researching Aboriginal retention issues a high priority in order to produce evidence-informed strategies to positively address the forthcoming crisis.

- First Nation Sample are employed at a number of different work settings including: stations, outposts, clinics, hospitals, air ambulances, community health agencies, public health, homes and long term care facilities, home care, integrated facilities, private , businesses, educational institutions, associations, governments, mental health, corrections, addictions, physician's office and/or family practice units.

- In addition to an aging Aboriginal workforce is the fact that there are an insufficient amount of seats in education programs to meet the rising health care demand. Although the number of Aboriginal students in Canada is increasing, a more intensive effort is needed to compensate for the projected shortfall of First Nation Sample in the coming years. For example, of the 59 schools that participated in a recent environmental scan conducted by NAHO, only 8 schools reported having an Aboriginal specific access/bridging/transition program in 2007 to accommodate potential Aboriginal students. The same scan reports, schools that implemented Aboriginal specific entry programs also produced the desired effects of an increase in Aboriginal student enrollment.

A backgrounder on First Nations health presented by the Assembly of First Nations in 2004 consisted of a summary of the then, six key elements of the First Nations Health Action Plan of which included Health Human Resources. Key data pertaining to health human resources were as follows:

- In a 2002 opinion poll conducted by the National Aboriginal Health Organization, 43% of First Nations respondents said they prefer to visit an Aboriginal health care provider to a non-Aboriginal health care provider.

- That there is very little data regarding the Aboriginal health workforce in Canada.

- Royal Commission on Aboriginal Peoples recommended that governments and educational institutions undertake to train 10,000 Aboriginal people in health including professional and managerial roles, from 1996 - 2006.

The National Aboriginal Health Organization (NAHO) found in a recent research project titled *"National Environmental Scan - Comprehensive Survey of the Aboriginal Health Human Resource Landscape"* that the time is now to find out:

- The number of Aboriginal health care and paraprofessionals in Canada;
- The number of health care providers serving First Nation, Métis and Inuit clients;
- The number of universities and community colleges that train health care professionals and paraprofessionals;
- The number of institutions that offer formal and informal education for Aboriginal students; and
- The number of Aboriginal students in various programs and their anticipated graduation dates.

(B) Aboriginal Employment in Health Occupations in Canada

Selected labour force characteristics by Aboriginal identity group collected and published by Statistics Canada reveal the following regarding Aboriginal people in Canada and employment in health occupations.

Labour Force Statistics of Aboriginal People Health Profession 2001 & 1996					
Year	Total Aboriginal People in Health Occupation	Registered Indians	Inuit	Métis	Other Aboriginal
2001	12,750	6,360	390	5,470	525
1996	15,833	4,264	248	2,355	8,862

The total Aboriginal workforce in all health occupations decreased between 1996 and 2001 by 19.47%. A key reason for this apparent decrease was the total number of self identified responses to "other Aboriginal" during the Census in 1996. As identified above, the number of responses for multiple and/or other Aboriginal descent responses is much less in 2001 than in 1996. The figures for the three major heritage groups all increased between 1996 and 2001. At the time this report was prepared, Statistics Canada had not released the labour force data from the 2006 Census for Aboriginal people.

3.3 Present Clients of the Association

The Members of the FNSAC are the top level of management of the organization. In other words, the organization serves the requests of the membership. For that reason, the membership are also the clients of the FNSAC and they consume the products and services developed by the FNSAC.

(A) Membership Today

The information presented in this sub-section was gathered via online survey during the summer of 2008. The FNSAC's membership base is its most valuable resource and represents the driving force behind the Association's activities. Particularly, the Association targets a national membership base that is widespread and includes Regular Members, Associate Members and Student Members.

As of July 2008, the Association had 115 regular members, 50 associate members and 18 student members for a total membership base of 183. The table below highlights the Association's membership numbers over the past four fiscal years.

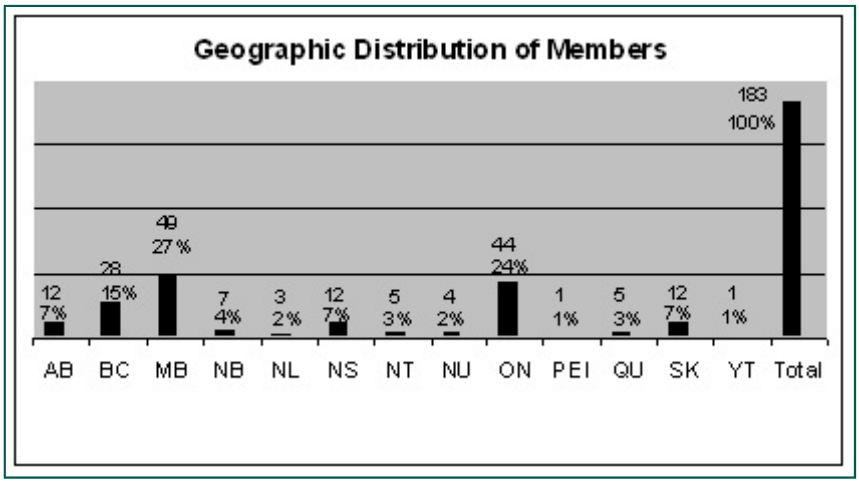
Membership Levels 2005/06 – 2008/09				
Membership Type	Year			
	2008/09	2007/08	2006/07	2005/06
Regular Members	**115**	102	96	68
Associate Members	**50**	43	39	45
Student Members	**18**	17	12	16
Total	**183**	162	147	129
Percentage Growth	**12.96%**	0.20%	13.95%	-

As identified the in the table above, the FNSAC has managed to grow its membership base each year over the last three years. More notable is the 69% growth in the number of regular members between fiscal year 2005/06 and 2008/09. During the past few years the Association has maintained a consistent level of Associate and Student members. In addition to this, 93% of members surveyed indicated that they plan to renew.

The table below illustrates the Association's membership figures by region and membership type for 2008/09.

FNSAC Membership Breakdown 2008 / 09					
Region	**Regular Members**	**Associate Members**	**Student Members**	**Total Members**	**Board of Director In Place**
AB	8	2	2	12	Yes
BC	16	8	4	28	Yes
MB	23	23	3	49	Yes
NB	5	2	0	7	Vacant
NL	1	1	1	3	Nfld. - Vacant Lbr. - Vacant
NS	8	2	2	12	Yes
NT	5	0	0	5	Yes
NU	1	1	2	4	Vacant
ON	32	9	3	44	ON North - Yes ON South - Vacant
PEI	1	0	0	1	Vacant
QC	4	0	1	5	Francophone – Vacant Anglophone – Vacant
SK	10	2	0	12	Yes
YT	1	0	0	1	Vacant
Total	**115**	**50**	**18**	**183**	**7 of 16 Vacant**

The graph below illustrates a breakdown of the current membership by geographic region in numbers and by percentage of total.



Membership distribution data includes:

- The provinces of Manitoba and Ontario account for 51% of the Association's total members with 49 and 44 from each respectively.
- British Columbia has the third highest level of members at 28.
- Alberta, Nova Scotia and Saskatchewan all have 12 members each.
- Membership levels from the remaining provinces and territories range between 7 and 1.

(B) Membership Data Highlights

Other key highlights regarding the Association's existing membership base are as follows:

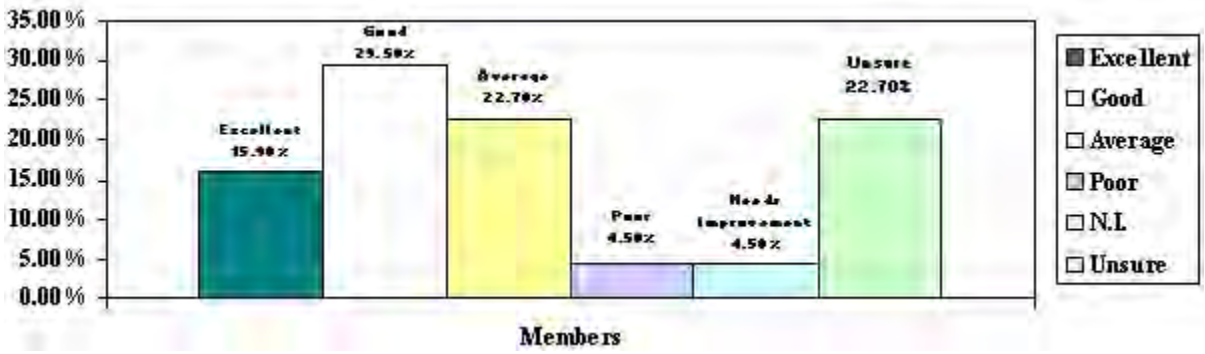
- A majority of members surveyed were women, between the ages of 41 and 55;
- A majority of members surveyed have extensive experience (10 years or more) in the health field;
- A majority or 42.6% of members surveyed have only been a member of The FNSAC for 1 year or less;
- A majority or 93.6% are members of another professional association;
- The top three ways members learned about the Association were: from a colleague at 38.6%; from an FNSAC Board member at 18.2%; and through advertising at 13.6%.

C) Membership Satisfaction

According to members, the Association is succeeding at meeting the needs of a majority of its members overall. The graph below illustrates how the Association is presently performing as rated by its membership in the summer of 2008.

- A majority or 29.50% indicated good, 22.70% responded average, and 15% said excellent.

- Respondents who checked Unsure are more likely to be new members to the organization.



Overall, the rating given by members is a good indication that the work the FNSAC is doing is meeting the needs of membership with room for improvement.

When asked if the Association's mandate and goals met the present needs of existing regular, associate and student members today they responded as follows:

Answer Options	Response Percent
Yes – Nationally and Provincially	29.5%
Yes – Nationally Only	50.0%
Yes – Provincially or Territorially Only	0.0%
No	20.5%

50% of the members surveyed indicated that they believe the Association is meeting their needs at a national level only.

Of the 20.5% that indicated no, reasons were as follows:

- Very little support at the Provincial & Territorial level. Poor and very little communication and contact with Provincial & Territorial Reps.
- Focus seems to be on rural and remote as opposed to urban areas.

When asked which vision and mission statement phrases that members thought the Association were presently meeting they indicated:

Answer Options	Response Percent
Improving the health of Aboriginal people	47.7%
Supporting Aboriginal health professionals	63.6%
Promoting the development and practice of Aboriginal Health .	56.8%
Is widely recognized as a vital expert resource in advancing the health of Aboriginal communities	25.0%
None	6.8%
Not Sure	18.2%

Members today believe strongly that the Association is supporting Aboriginal health professionals, promoting the development and practice of Aboriginal health and improving the health of Aboriginal people.

The response rate indicating whether or not the FNSAC is widely recognized as a vital expert resource in advancing the health of Aboriginal communities was low at 25%.

(D) Reasons for Becoming a Member of The Association

The following table illustrates why members joined the FNSAC.

Answer Options	Response Percent
Career advancement	9.3%
Affiliation with National Organization	37.2%
To stay connected and up to date with issues regarding Aboriginal and health	90.7%
Access to newsletters, publications and members forum	58.1%
To bring awareness to certain issues in Aboriginal	60.5%
Access to specialized training	18.6%
Access to best practices in Aboriginal health	58.1%
Networking	69.8%
Advertising and Awareness	14.0%
Mentor	25.6%
Advocacy	34.9%
Other	9.3%

The top three reasons why existing members joined the Association were as follows:

1. To stay connected and up to date with issues regarding Aboriginal and health (90.7%);
2. Networking (69.8%); and
3. To bring awareness to certain issues in Aboriginal (60.5%).

Career advancement received the lowest response rate at 9.3%.

The response rates for access to specialized training (18.6%) and best practices in aboriginal health (58.1%) were respectable.

Therefore, to some extent, members do feel that the Association is a source of the specialized training they need and/or want.

(E) Membership Growth

Over the past three years, the Association has grown its overall membership by an average of approximately 12.37%. This increase combined with incremental promotional activities geared to recruit more members and the continued good work of the Association makes future growth inevitable. It is for this reason why it is so important for the Association to set membership growth projections. This is especially essential as the ultimate goal is to reach a level of self sufficiency. The table that follows illustrates a manageable and realistic projection of the Association's future membership level.

Projected Membership Levels 2008 / 09 – 2013 / 14						
Membership Type	Year					
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Regular Members	115	144	180	225	281	351
Associate Members	50	62	78	97	122	153
Student Members	18	22	28	35	44	55
Total	**183**	**228**	**286**	**357**	**407**	**559**
Average Growth	**12.37%**	**25%**	**25%**	**25%**	**25%**	**25%**

As the table above shows, the FNSAC projects that it will increase its membership base in all areas by 25% annually. Over a 5 year period, this translates into a growth of 376 members. This is a realistic and attainable goal. Especially since the FNSAC has lost and regained its membership base over the past 5 to 8 years without operating at full capacity.

Overall, a real opportunity exists for the FNSAC to grow in all three membership categories. Although growth may be limited in the area of student members in the long term, there is real potential for higher rates of increases amongst its regular and associate members annually.

In terms of membership capture rates, the Association's existing regular members represent approximately 9.58% of all First Nation Sample with Aboriginal ancestry in Canada. For an organization that has been in existence for over 30 years, this figure is considered low and there is room for overall growth.

The benefit of growing membership numbers consistently year after year for any association is substantial. These include:

- increases in operating revenue and corporate profile;
- more new ideas and information to draw from;
- more corporate and private sponsorship opportunities;
- and more people in the profession to lead and drive the organization.

One of the most obvious opportunities the FNSAC is in the area of new membership growth. A critical issue in doing so is reaching new regular, associate and student members and demonstrating to them that the FNSAC can and will benefit them professionally now and in the future.

Overall, the FNSAC must not underestimate the power and importance of attracting a consistent level of new members annually. Without any members, there would be no reason for the Association to exist.

3.4 Future Opportunities

As indicated by existing staff, Board of Directors and members there are new opportunities that exist for the Association to benefit from. Without qualifying any of the opportunities in any way, the following suggestions were made:

- Seriously consider expanding who can be a member of The FNSAC. This could be done by exploring and accepting other licensed and unlicensed professions in the area of Aboriginal health as members. Simply put, make room for as many Aboriginal health care workers as possible, whether licensed or not.

- Create and offer corporate membership packages for other like minded agencies to buy as well as corporate Canada and other private investors. The benefit and return on investment for creating and maintaining this type of membership group must be worthwhile to both the Association and investor.

- As indicated in sub-section 3.2, there are many research opportunities in the area of Aboriginal and health professionals in Canada that remain unmet. Points of interest include: workforce characteristics and career advancement and training. The FNSAC could reaffirm their purpose as the voice of First Nation Sample in Canada by researching Aboriginal health professional's nationally.

- To offer malpractice insurance under the Association at a reasonable rate. Offering this type of essential incentive would be a good way to attract and maintain new members.

- To increase membership rates gradually until they reach a point where the costs of operating and implementing basic activities associated with members are self sustaining. Doing so when require the packaging and/or enhancement of existing membership types.

- Provide professional consulting services in the area of health care and . This may require some time to set up however there are several First Nation health authorities, boards and departments which could benefit from professional Aboriginal consulting services.

3.5 Uniqueness Statement

In today's operating environment, there are other national, provincial and territorial associations whose focus and mandate somewhat overlaps that of the FNSAC. Generally speaking, the overlap comes in the form of improving the health of Aboriginal people and promoting Aboriginal health human resources.

Despite the existence of other national Aboriginal health organizations, the FNSAC was and still remains the first of its kind in Canada. This uniqueness brings with it many benefits that other like minded associations may not possess. Some of the things that make the FNSAC unique are:

- The FNSAC is driven and led by First Nation Sample throughout Canada;
- The FNSAC is recognized as the voice of First Nation Sample in Canada;
- The FNSAC is recognized as an organization that can contribute to the overall Aboriginal health human resources strategy;
- The FNSAC is the founder and host of Canada's national First Nation Sample day celebration;
- The FNSAC has researched and developed professional reports and publications useful to health practitioners and policy makers in Canada;
- The FNSAC is recognized by Federal, Provincial and Territorial governments for their extensive work and knowledge about Aboriginal health, health care and the profession of .

From a competitive standpoint, there is no other Aboriginal or mainstream organization in Canada that is doing the same, important work for Aboriginal health professionals. This is and will remain what makes this Association unique.

4.1 Products, Services & Pricing

(A) Products and Services

The FNSAC offers a wide variety of products and services to its membership. Below are brief descriptions of each.

Annual Membership

As documented throughout this plan, the Association presently offers three membership types: regular, associate, and student. Benefits of membership include:

1. Kit welcoming you to the membership of the FNSAC consisting of:
   - Member Identification Card
   - Association pin
   - Association pen
   - Association lanyard
   - Other small gift
2. The FNSAC informational brochure;
3. Four issues of "The AHP" newsletters yearly;
4. Discounted rate to attend the FNSAC Conference;
5. Opportunity to apply for travel subsidies for regular members to attend annual conference and General Meeting;
6. Opportunity to sit on various FNSAC Committees;
7. Members Only Section of the Website including access to PDF's of publications and Member's only forum

Additional benefits to Regular members include:

1. Opportunity to run for a Board position
2. Voting rights

Presently, memberships are only valid for one fiscal year from April to March.

Newsletter Subscriptions

Newsletter and business subscriptions are available at a cost of $60. This subscription is offered to those who are not eligible to become a member and would like to read the quarterly newsletters. An example of this may be another aboriginal or mainstream health organization.

Business Advertising

Presently, the FNSAC offers print advertising opportunities in the quarterly newsletter that is distributed to members.

Press Releases

As a proactive communication initiative, the FNSAC, from time to time and as required, prepares and issues releases for member and public viewing. Press releases range from new initiatives and work undertaken by the Association to information that may be of value to members. Press releases are for the most part distributed online.

Jean Goodwill Scholarship

This is an annual scholarship that is awarded to two students of Aboriginal ancestry to encourage health professionals to obtain the specialized knowledge students need. The amount of each scholarship is $2,500.

Aboriginal Student Mentor Program

The FNSAC recently developed a Student Mentor pilot project aimed at Aboriginal students with career interests in the health care field, especially . This project began in January 2008 with approximately 20 Aboriginal students and 10 established health professional mentors from across Canada. Objectives of this program are:

- To provide Aboriginal students a culturally safe mentoring experience;
- To provide an online open space where both mentors and health professionals can exchange ideas, information, experiences and stories;
- Evaluate and report on the development, implementation and outcomes of the program.

Online Store

Like other national organizations, the Association retails a limited inventory of products ranging from mugs to vests. This merchandise is available to members and non-members alike. These products can be viewed and are sold on the organization's online store.

Resource Development

Since inception, the Association has developed over thirty professional studies, position papers, fact sheets and research reports on various topics about Aboriginal , healthcare and overall health.

Annual Conference

Each year the Association organizes and hosts a national conference and Annual General Meeting. This conference is open to members and non-members.

As reported in the fall 2008 newsletter, the FNSAC had a very successful 32nd Annual Conference which was held in Halifax, Nova Scotia. The theme was "Embracing the Diverse Roles of Aboriginal Health professionals" and focused on promoting the mentor program directed towards retention and recruitment of Aboriginal students.

In the survey of members conducted in 2008, the value of each of these product / service offerings were evaluated. The table below illustrates what existing members value the most from their membership with the FNSAC.

Answer Options	Response Percent
Membership Kit (I.D. Card, Pin, Pen, Lanyard, and small gift)	51.2%
Informational Brochure	41.9%
Four Issues of The Aboriginal Health professional newsletters yearly	74.4%
Discounted Rate to Attend FNSAC Conference	23.3%
Travel Subsidies (regular members only)	23.3%
Opportunity to Sit on FNSAC Committees	34.9%
Access to Members Only Section on website (Forum and Reports)	46.5%
Opportunity to Run for Board Position (regular members only)	23.3%
Voting Rights (regular members only)	37.2%
Other, please specify:	4.7%

As the above table shows, the top three services that members value most are:

1. The four issues of the Aboriginal Health professional newsletters at 74.4%;
2. Membership Kit at 51.2%; and
3. Access to Members Only Section on Web-Site at 46.5%.

(B) Pricing of Products and Services

The table below highlights the prices associated with the products/services offered by the FNSAC.

Pricing Table		
Product / Service	**Price**	**Comments**
Membership		
Regular	$50	115 regular members in 2008
Associate	$40	50 associate members in 2008.
Student	$15	18 student members in 2008
Newsletter / Business Subscriptions		
Annual Subscription	$60	17 subscriptions in 2008
Newsletter Advertising		
Full Page	$300	
b Page	$250	
½ Page	$200	
¼ Page	$150	
c Page	$100	
Business Card	$50	
Online Store		
Thermos and Traveling Mug	$35	
Leather Portfolio	$35	
Collapsible Umbrella	$20	
Sling Bag	$15	
W ater Bottle	$15	
Resource Development		
Various Publications for Sale	$5 - $55 each	Sales of publications do not equal the actual cost of publication development.
Annual Conference		
Member	$300	This activity is well attended and should be fully financed via conference sponsorships.
Non-Member	$400	
Student	$100	
Press Releases		
Periodically Issued	No cost to members	This activity is funded by the Association.

Other notable data taken from the membership survey is:

- 88.4% indicated that the price of memberships is just right. Meaning, the perceived value for price is an equal and fair exchange.
- 60.5% of members indicated that they would pay more for their membership to support the Association in its work.
- 65.1% of members pay for their own membership fee and 23.3% indicated that their employer paid their membership fee.

C) Key Observations

The FNSAC operates a number of separate initiatives which, for the most part, generate nominal revenues for the organization. Presently, revenues generated from members and non members for these initiatives do not equal the cost to develop, implement and operate them. In order to reach the goal of self sufficiency, the Association needs to transform and/or set up each existing and new initiative in a way that revenues either equal or exceed costs.

A good starting point is to cost all activities separately from one another to better understand the direct and indirect costs involved with each one. This will provide a well founded basis in order to compare and determine whether or not existing prices are adequate to finance the costs to the Association.

From a membership standpoint, there is a real opportunity to both enhance and package membership types for individuals. This would require an in-depth assessment of current packages and assembling an attractive product and service mix to each membership type separately. Doing this will undoubtedly increase membership numbers, membership revenue and boost the image of the Association.

Interestingly, when members were asked how membership benefits could be enhanced, responses were as follows:

- Increase overall membership numbers
- Develop and publish newsletters more frequently
- Send email notifications of recent "forum" activity
- Develop more fact sheets, research and publications
- Develop and send out information that health professionals can use in their Aboriginal communities
- Keep all members informed about the recent news regarding nationally
- Increase the frequency of communication between the Association and its members
- Seek political endorsements and support from First Nation leaders throughout Canada
- More and better networking opportunities

As indicated above, the ways in which the Association can enhance overall benefits are much simpler than first thought and would not be difficult or expensive to implement. With this information, the Association can now enhance memberships in a proactive manner.

In addition to making minor changes to individual memberships, there is also an opportunity to develop corporate level membership packages. Offering these types of memberships are a common way that many national organizations raise larger operating revenues. This will require some up front development work, but will provide an opportunity for the entire organization to expand own source revenues.

4.2 Distribution Methods

The types of distribution methods employed by the Association are standard and are deemed effective. Services and products are delivered as follows: online when possible, in person, by mail and over the phone. Whenever possible, shipping costs are charged back to members.

In response to survey questions, the top three methods of communication with members were:

1. Email at 93%;
2. Web-site at 53.5%; and
3. Newsletters at 39.5%.

The following table details the results.

Answer Options	Response Percent
Email	93.0%
Web-site	39.5%
Newsletters	53.5%
Annual General Meeting and Conference	20.9%
Personalized Letters	30.2%
Telephone	20.9%
Webcasts	14.0%
Webinars	7.0%
In Person	4.7%
Other (please specify)	0.0%

It is inevitable that within the next decade or so that the Association must be prepared to provide products and services paperless whenever possible. This will reduce administrative burden and overall administrative costs.

4.3 Promotional Activities

Overall, the Association's advertising and promotional activities are deemed sound, with room for improvement. Presently, the Association's promotional activities consist of:

- Revamped web-site that is updated regularly;
- New print advertising (posters);
- Quarterly newsletter;
- Association propaganda for retail and donations;
- Public service announcements (Radio) - in Cree, Ojibway and English;
- Annual conference;
- 10 week television campaign advertising their public service announcements.

In fiscal years 2008, 2007 and 2006 the FNSAC spent $60,502, $18,196, and $5,989 on advertising and promotion respectively. As existing members indicated when surveyed, the top three ways they learned about the Association were:

1. From a colleague at 38.6%;
2. From an FNSAC Board member at 18.2%; and
3. Advertising at 13.6%.

The following table details the responses.

Answer Options	Response Percent
Advertising	13.6%
Colleague	38.6%
Referral / Link from another Association	9.1%
Promotion	0.0%
A First Nation	4.5%
A Conference	4.5%
A Government Representative	0.0%
FNSAC Board Member	18.2%
Other, please specify:	11.4%

Of those that checked "other," they responded as follows:

- Internet search - unintentionally;
- Saw a poster at a college;
- A local health contact.

When asked if the Association's advertising was effective, existing members responded as follows:

Answer Options	Response Percent
Yes	32.6%
Uncertain	53.5%
No, explain why:	14.0%

Of those that checked "no," they responded as follows:

- Have never seen any of their advertising;
- If I didn't know about the Association already I wouldn’t know that it existed;
- I have been for over 20 years and have never heard about it;
- Myself and my Aboriginal colleagues just found out about it;
- There is a definite need for an increase or change in advertising.

A possible budget of expenditures in the area of promotion is provided in the table below:

On-Going Promotional Activities		
Activity	**Frequency**	**Cost**
Print Advertisement Development	Semi-Annually	$2,000.00
Print Advertisement Purchase	As Needed	$10,000.00
Membership and Listing Costs	As Needed	$2,000.00
W eb-Site Revamping and Updating	As Needed	$4,000.00
Trade Show & Conference Attendance	As Required	$2,000.00
Broadcast Advertisement Development and Purchase	Semi-Annually	$15,000.00
Association Propaganda	Annually	$3,000.00
Association Identity Package Items and Kits	Annually	$4,500.00
Direct Advertising Campaign	Semi-Annually	$5,000.00
Electronic Advertisements	Monthly	$500.00
Conference Advertising	As Needed	$2,000.00
	Total	**$50,000.00**

The above advertising and promotional budget should only be used a standard list of the on-going activities to be implemented. As always, each promotional activity should be monitored for its effectiveness and return on investment to the Association. In the financial plan of this document, these costs would be deducted from the gross revenues to represent net revenues per project.

Like any well targeted promotional campaign, the Association may choose to allocate advertising funds on a project by project basis. In other words, the Association should not spend their advertising budget without knowing that it will be effective and making sure that is worthwhile.

Additionally, the Association must not forget to set advertising objectives to assist with designing and implementing their strategy. Objectives could be project specific or broad. Examples of advertising objectives that the FNSAC may wish to explore include:

- To ensure that the Association maintains its image of professionalism and quality;
- To remind and educate existing and new clients about the Association and its current activities;
- To increase membership numbers and private sponsorships;
- To enhance overall image;
- To create a sense of credible awareness about Aboriginal health care, health professionals, health care professionals and careers in health;
- To share the good work of the Association with the rest of Canada;
- To increase overall operating revenues.

Presently, there isn't a dedicated person responsible for marketing activities. Whether it's a contract or permanent position, a marketing or communications expert must be retained to assist with developing and implementing a promotional campaign.

A first step may be to sit and meet with a communications company to obtain a proposal on how much planned activities will cost.

5.1 Operating Summary and Costs

Compared to other national organizations, the FNSAC is a relatively small association that operates on an annual budget of approximately $500k. From an operating and administrative standpoint, the Association's internal workings are very straightforward and clear. The national office is located in Ottawa, Ontario. There are many benefits for the FNSAC's continued operation in the National Capital Region (NCR). They include:

- excellent proximity to all levels of government and stakeholders;
- there are significant numbers of national and provincial Aboriginal organizations, associations and agencies which are representative of all heritage groups in the NCR;
- access to required needed services and support is excellent;
- is within a province that has a large Aboriginal population;
- is a popular location for conferences and workshops.

As indicated on the FNSAC's 2008 audited financial statements, the Association's operating costs were as follows:

The FNSAC Audited Operating Costs 2008	
Staff Costs	$178,265
Honorarium	$0
Insurance	$2,219
Office and Administration	$14,322
Office and Computer Equipment	$15,910
Postage and Delivery	$5,219
Printing and Copying	$13,802
Membership Fees	$1,394
Rent	$30,634
Scholarships and Awards	$162
Telephone and Internet	$7,880
Travel and Accommodation	$48,315
Total	**$318,122**

Note that costs associated with management, governance, professional fees and marketing were not included as operating costs.

In 2008, the association's operating expenses were $318,122 in total. These costs are considered to be effectively managed at this point in time. They are reliable and will provide a good comparison for future operating budgets to be based on. This is not to say that the funds are being used in the most beneficial manner for the organization, just to say that spending is conducted in a fiscally responsible manner.

5.2 Human Resources

As documented in the management assessment, the Association's support staff is made up of five full time positions. The Association is currently severely understaffed and four supporting positions are currently vacant. From a human resources management standpoint, understaffing often creates more work and more problems for existing staff. This places the very existence of the FNSAC at risk. Below are a list of scenarios that would lead to a fatal organizational position for the Association:

- With two employees completing the work of six, it is expected that employees will burnout in a very short time.
- It is conceivable that one or both of the current employees may resign or quit.
- It is conceivable that funders and membership may lose faith in the organization as reputation, trust and quality of work are sacrificed more and more each day.
- There becomes an overlap in the duties of existing staff and therefore they are placed in a position to complete tasks by prioritizing rather than by managing efficiently. This may result in fatal operational activities for the organization.

The human resources component of this organization must be stabilized as soon as possible to avoid image problems from which the Association will never be able to recover. In order to do this, an examination of current staff is required. It is the role of the core staff to ensure that the work plan and daily activities and operations of the Association are effectively managed. Below are descriptions of each position.

Administrative Assistant

The Administrative Assistant is required to set up, maintain and implement all clerical and administrative systems and the activities required to meet the objectives of the association. It is believed that the responsibility for this position warrants a name change. This is an Executive Assistant position where the authority level is higher than that of an Administrative Assistant. This full time permanent position is a necessity within this organization. The current annual salary is $38,723.

A comparison of the present annual salary with the average wage of other Administrative Officers and Assistants in the Ottawa region clearly indicates that this position's present rate of pay is less than the average rate. More specifically, this position wage per hour is $18.61 per hour when the average wage for this job in Ottawa is $22.20. This would bring the annual salary for this employee to approximately $45,000.

There is overlap in the duties to be performed by this individual with the Executive Director and Finance Officer. These duties should be separated and delegated to be more efficient.

Finance and Administrative Officer

The Finance and Administration Officer is responsible for providing financial, administrative and clerical support for the Association. This individual provides verification of all finance documents, responds to administrative enquiries, and helps to ensure the smooth and efficient operation of the national office.

This full time permanent position is a necessity within this organization. The current annual salary is $46,000.

A comparison of the present annual salary with the average wage of other Financial Officers and Supervisors in the Ottawa region clearly indicates that this position's present rate of pay is comparable to the average rate. More specifically, this position's wage per hour is $22.11 per hour when the average wage for this job in Ottawa is $20.55. Given that this position represents the entire finance department of the FNSAC, serious consideration should be given to increase the hourly wage to the “higher” wage rate of $27.00 per hour for this job. If done, this would increase the annual salary from $46,000 to approximately $50,000. A thorough evaluation of the present employee's performance, skill set and experience should be undertaken prior to making this decision.

The title of this position should be changed to Finance Officer, not Finance and Administrative Officer. A majority of the duties and responsibilities of this employee are financial and not administrative in nature.

Communications Officer

The Communications Officer is required to undertake the planning, development and delivery of the Association's internal and external communications, including website maintenance, monthly members' newsletter, and other member communications and publications, in liaison with other staff; and to contribute to wider policy and communications and work programming including contact with the media and external contacts.

At the present time, this position is vacant. It is recommended that this position be renamed to “Corporate Development Officer”. This new title would support the new requirements of this position. To effectively manage the revenue centres of the Association. This position would work very closely with the Executive Director and Finance Officer to develop revenue centres within the FNSAC. This position would require a salary level of approximately $46,000. A bonus structure can be implemented with this position as they are responsible for revenue generation. A portion of revenues generated over and above budgeted amounts can be paid out as a bonus and create a sales incentive required for self sustainability.

Senior Policy Analyst

The Senior Policy Analyst's role is to conduct research and knowledge translation/ transfer/ dissemination on Aboriginal health, culture and including the special health needs of Aboriginal people. This individual should also research, assemble and further develop Aboriginal Health .

This position is currently vacant. The work to be undertaken through this position is essential, however the fiscal reality is that the organization will not be able to afford this position. The current annual salary is $61,200 which is too much for the organization to bear. It is recommended that this position be filled on a contract basis. When funding for various projects becomes available, the FNSAC will submit a funding request to complete the policy work required.

The FNSAC, following the implementation and hiring of positions above, will incur staffing costs (rounded) as follows:

Executive Director	$85,000
Administrative Assistant	$45,000
Finance Officer	$50,000
Corporate Development Officer	$45,000
Total Costs	**$225,000**

In general, the Association should set aside the financial resources to provide one time and on-going specialized training to its existing staff. A budget of $8,000 has been set aside for annual staff training (professional development). Prior to making significant investments, a training plan should be developed outlining the rationale, date, source and cost of all training.

5.3 Government Requirements

In Canada, registered charities and other not-for-profit corporations benefit from special tax treatment. All not-for-profit corporations are exempt from taxation on their income. As well, registered charities can issue donation receipts, which entitle individual donors to a tax credit and corporate donors to a tax deduction. To maintain their special status, not-for-profit corporations and charities must meet certain requirements of the Canada Revenue Agency.

Not-for-profit corporations that are not charities, and that fall within the definition of a "non-profit-organization" set out in Section 149(1)(l) of the Income Tax Act, do not, in general, pay tax on their income, but are subject to tax on income from investments or property, and may be subject to other taxes like GST and sales tax.

The above information was extracted from a report published by Industry Canada titled "Primer for Directors of Not-For-Profit Corporations - Rights, Duties and Practices."

At the time this business plan was prepared all indications were that all government requirements applicable to the FNSAC were understood and being met.

5.4 Organizational Policy and Procedures

The current policy and procedures for the organization are comprehensive and meet the general needs of the FNSAC. They are well set out and contain suitable direction for the Executive Director. There are areas where the current documentation could be improved. These include:

- Ensure the mission and vision statements are inherent in the execution of policy by including it as part of the documentation. This will provide a context for each policy and procedure.
- Provide a clearer definition of the duties of the Board of Directors; and,
- Provide more detail pertaining to the authority or decision-making powers between the Board of Directors and the Executive Director.

A clearly defined mission of the organization is required in the Policy and Procedures as it sets the groundwork for the rest of the document. The policies do a good job of providing information on specific roles within the organization, but do not speak to the role of the organization to the membership. By incorporating the Vision and Mission statement directly into the documents, it will provide context and the direction required for more effective interpretation of the policies.

The Board of Directors require some direction as well. As Board participation is voluntary, it is important that the Board provide direction at the macro level of the organization. This means that the Board of Directors provides the Executive Director with a mandate to operate the organization. It is then up to the Executive Director to execute that mandate. The management process becomes very time consuming and inefficient when Board approval is required at every decision point. This role and the lines of authority must be more clearly defined to ensure that decisions can be made and supported without repercussion. For instance, what decisions do the Board have to be involved in and what does the Executive Director have the arbitrarily decide on?

The current Policies and Procedures have a policy on the role of the Board of Directors, but there is nothing on the side of the Executive Director. This is defined in part by the relationship policy, but all of the responsibilities in both policies are very vague. Other questions that arise from the review of this policy include:

- How does the Board evaluate its effectiveness?
- When and how do they determine a time for change?
- How does the Executive Director fit into this plan?

Organizational theory states that Board should provide the mandate to the Executive Director. The Executive Director should then be given the authority to develop the administration as he/she sees fit to meet the mandate. The Board then needs to hear how progress or problems are developing within the organization towards the mandate. The Executive Director then becomes 100% accountable to the mandate set out by the Board.

The policies effectively provide direction regarding situations that may arise within the organization. They are very good as they relate to staff matters and staff responsibilities. It is recommended that the Board, along with the new Executive Director establish a new relationship policy that dictates the lines of authority and the mandate of the organization.

5.5 Incremental Operating Requirements

As a result of the implementation of this plan, there will be new operating costs associated with some of the proposed changes. The cost and estimated budget include:

General Operations

- Development of formal evaluation system at $5,000.

Human Resources

- Increase the annual salary of the Finance Officer to $56,160;
- Increase the annual salary of the Administrative Assistant to $46,176.
- Hiring an Association Development Officer $47,000
- Hiring a Senior Policy Analyst $61,000

Training and Development

- Budget $8,000 for training and development of existing staff.

5.6 Capital Requirements

When asked, the existing Staff indicated the need for smaller office equipment and software. A nominal budget of $5,000 has been included in the financial section of the business plan.

5.7 Funding Reporting and Evaluation

(A) Funding Reporting

Reporting to funding agencies as per existing funding agreements is the shared responsibility of the Executive Director and the Finance Officer. The existing financial controls, systems and reporting is one of the FNSAC's biggest strengths and the processes will continue to be effective with little change.

(B) Evaluation

The FNSAC requires the creation of a comprehensive framework to assess specific, measurable, attainable, realistic and timely goals for the organization. In order to do so, the FNSAC should first approach the Canadian Evaluation Society for guidance. This will be done to make certain that essential evaluation and accountability systems are put in place. A budget of $5,000 has allocated to the development of this system.

5.8 Present Financial Summary

Presently, the FNSAC is dependent on funding from the federal government. More specifically, funding from government sources accounted for 97% of all operating revenue in 2008. The remaining 3% of operating revenues were generated through the sale of memberships at $6,505, publications and promotional materials at $6,263 and other at $50.

The FNSAC is in the last year of an already extended funding agreement with FNIHB. The total of this agreement per year is $550,000.

From a deficit / surplus standpoint, the Association has maintained control of its costs and has operated within budget since 2005. In 2008, the Association had net revenue of $10,596.

At this point, the financial future of the Association is uncertain. It is possible that existing funding agreements will be reduced or terminated and this plan is required to ensure that funding is secured while the FNSAC repositions itself for self-sustainability. Section 6.5 of this plan provide historical financial expenditures for the FNSAC.

6.1 Management Plan

2009 Objectives

(I) Secure an Executive Director

The FNSAC must take the time to immediately secure an Executive Director. It is recommended that the Executive Director be a professional corporate manager with experience in revenue generation, non profit Boards and human resource management. Secondary experience in Aboriginal affairs and health care would also be required. It is recommended that the FNSAC increase the projected salary level of this person to attract a more qualified candidate. It is suggested that this position's salary be set between $80, 000 and $90,000 with a bonus structure for meeting self sustainability objectives.

(ii) Develop and Approve A One Year Workplan For The Executive Director

The first task of the new Executive Director would be to develop a one year workplan for the Association. This work plan will detail the activities of the Association and the goals and objectives for the upcoming year. This work plan will include financial budgets and revenue projections. This work plan will provide the basis for job evaluation and will incorporate the recommendations of this sustainability plan.

(iii) Approve a Revised Organization Chart

Once the Executive Director is in place, the FNSAC would be required to approve a new organization chart including the renamed positions.

(iv) Develop An Accountability Profile For The Board and Executive Director

The FNSAC will approach the Canadian Evaluation Society to assist with the development of an accountability profile for the Board and Executive Director. This profile will provide the key performance indicators for the organization and will set the operational standards required to assess overall managerial performance.

(v) Modify Board Position Titles To Ensure National Representation

It is recommended that the current Board positions be renamed at this point. It is important to be perceived as a national support organization and Board members will be responsible for a larger geographic area. For instance, where there are vacancies in New Brunswick, Labrador, Newfoundland, and PEI the Board member who is closest in geography will be responsible for that region. The positions are no longer vacant, but are represented by one person - now titled "Board member Maritimes".

2010 Objectives

(I) Develop Board Recruitment Plan For Vacant Positions

The Board of Directors and Executive Director will develop a Board recruitment plan and actively seek new, qualified Board members. These position may not be identified by geography but by business and organizational development skills. For instance, twelve Board members may represent geographical areas in Canada while other spots be allocated to specific skill sets such as accounting, legal, health care politics, etc. These skill sets will make the geographic representatives the controlling Board members with excellent skills supporting their decisions.

(ii) Develop Board Orientation Package

The Board of Directors will develop a sub committee for the development of an orientation package for new Board members. This package will include all necessary information for the incumbent Board members to make a contribution to the organization immediately.

(iii) Develop a One Year Workplan For The Executive Director

The Executive Director will develop a one year workplan for the Association. This work plan will detail the activities of the Association and the goals and objectives for the upcoming year. This work plan will include financial budgets and revenue projections. This work plan will provide the basis for job evaluation and will incorporate the recommendations of this sustainability plan.

(iv) Conduct One Year Evaluation Of Executive Director

The Board of Directors will establish and performance evaluation sub committee that is responsible for the evaluation fo the Executive Director. This performance appraisal is be conducted within 30 days of the receipt fo the audited financial statements for a fiscal year.

Beyond 2010 Objectives

Beyond 2010, the management plan will not be complete. The Board of Directors and Executive Director must be aware of the future of the organization and must make decisions today that will position the organization for tomorrow. The following objectives must be accomplished within a five year time frame:

- Develop and implement executive director and board of directors training plan.
- Increase representation of the FNSAC board on other influential boards in Canada.
- Examine the potential of stipends for board executive positions.
- Ensure a reputable and respected management team is developed and secured.
- Ensure a management accountability system is in place and enforced.
- Continue to recruit qualified candidates to sit on the FNSAC Board of Directors.

6.2 Membership Development Plan

2009 Objectives

(I) Hire A Corporate Development Officer

Once the Executive Director position has been hired, the hiring process for a Corporate Development Officer will be hired. This position will work diligently to meet revenue and membership objectives for the organization. With direction and support from the Executive Director and Finance Officer, this individual will be the key to moving the FNSAC towards self sustainability.

(ii) Increase Membership By 25%

The FNSAC will increase the total number of members by 25% in this fiscal year.

(ii) Increase Membership Levels in All Provinces and Territories

The FNSAC will increase the number of members in all provinces and territories in the country.

(iv) Increase Overall Revenues Received From Membership By 25%

The FNSAC will increase the overall revenues received from the membership by 25%. These revenues can be from fees, purchases at online store, purchasing reports, conference fees, etc.

(v) Establish and Approve Partnership Evaluation Criteria

The Executive Director and Board of Directors will develop a Partnership Evaluation Criteria. This document will provide the basis for FNSAC to agree to enter a partnership. If a potential meets all of the partnership criteria that have been developed, then the partner will contribute positively to the future direction of the FNSAC. If they do no meet the criteria, then they are likely taking resources required to accomplish the overall goals of the organization.

(vi) Develop One Profitable Partnership That Directly Benefits Members

The FNSAC will develop partnership that provides a surplus of funds to the organization of at least $10,000.

(vii) Host Four Regional Networking and One National Event For Membership

The FNSAC will host four regional events and one national event for membership. These events may be held online or face to face, but must provide an opportunity for members to interact and meet.

(viii) Complete One Research Project That Benefits Aboriginal Health professionals

The FNSAC will develop and complete one research project that will benefit First Nation Sample in Canada. This document will provide the framework for the annual conference and will set a theme for the operations of the organization for that year. For instance, the FNSAC may choose to develop a research paper entitled, “Aboriginal Health Care Professionals In Canada - A Head Count”. This will be designed to calculate the exact number of health care professionals, students and para-professionals that would benefit from the FNSAC. This will provide valuable information

for membership drives, product and service development and will give health professionals a direct sense of community.

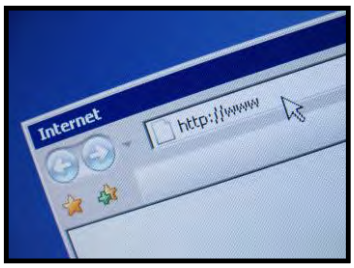
2010 Objectives

Once the standard for revenue growth has been established and the culture of growth and development been instituted, many of the tasks will become annual objectives. Similar to a course curriculum set out by teachers, the membership development activities will become routine with slight modifications annually. In 2010, the FNSAC will continue to meet the following objectives:

- Increase membership by 25%.
- Increase membership levels in all provinces and territories.
- Increase overall revenues received from membership by 25%.
- Host four regional and one national networking events for membership.
- Complete one research project the benefits aboriginal health professionals.

Also, the FNSAC will be required to develop additional tools to assist with the progression to self sustainability. The FNSAC will:

(I) Develop Two Profitable Partnerships That Directly Benefit Members



The FNSAC will develop two partnerships that provides a surplus of funds to the organization of at least $40,000

(ii) Develop an Online Networking Tool for Aboriginal Health professionals

The FNSAC will develop an online tool that allows First Nation Sample to interact with each other online. This online tool will be used to encourage FNSAC members to participate with the Association, provide input to the organization and highlight key issues facing First Nation Sample in Canada.

Beyond 2010 Objectives

Beyond 2010, the FNSAC will continue their growth and support for the future of the organization. The following objectives will be met beyond 2010:

- Continue To Increase Membership by 25% Per Year.
- Increase Membership Revenues Increase By 25% Per Year.
- Continue To Increase Partnerships That Support Members.
- Conduct A Membership Needs Analysis (Every Two Years).
- Host Regional and National Networking Events For Membership.
- Complete An Annual Research Project The Benefits Aboriginal Health professionals.

6.3 Marketing and Communications Plan

2009 Objectives

The FNSAC must begin to set revenue targets for the Association. It will be the key to self sustainability. One way that this can be accomplished is by setting annual targets that must be met by staff. In 2009, the FNSAC will:

- Increase newsletter subscriptions (and revenues) by 25%.
- Increase advertising revenues by 25%.
- Increase conference (networking session) revenues by 50%.

In addition to this, there are companies in the marketplace that need goodwill projects and or access to health professionals in Canada. It will be these corporate sponsors and partners that will lead to the revenue generation targets of the Association. In 2009, the FNSAC will:

- Find a corporate partner to support the Jean Goodwill Scholarship Program.
- Find a Corporate Sponsor for the Aboriginal Student Mentor Program.
- Find corporate sponsors / suppliers for the online store.
- Identify one communications partner with the ability to support online interactions with members.

In addition to revenue generation, there is a need for better communication with the membership. In order to raise the overall profile of the FNSAC, the Association will:

- Issue one press release per month.
- Develop two resource materials to improve the knowledge base of Aboriginal health professionals.
- Host networking sessions as identified in the Membership Development section of this plan.

Finally, the FNSAC must develop a tool to evaluate the effectiveness of all marketing and communications efforts. The FNSAC must implement a corporate communications evaluation system designed to provide feedback to the Board and Executive Director.

2010 Objectives

In 2010, the FNSAC will continue their progression towards growth. Similar revenue targets will be pursued such as:

- Increase newsletter subscriptions (and revenues) by 25%.
- Increase advertising revenues by 50%.
- Increase conference (networking session) revenues by 100%.

In 2010, the FNSAC will focus on preparing the online store for the generation of substantial revenues in the future. The FNSAC will:

- Develop marketing and business plan for the online store.
- Develop four profitable online products / services to be sold in online store.
- Increase Online Store Revenues By 100%.

Also, building on the successes planned in 2009, the FNSAC will continue their efforts in developing corporate sponsors and partners. In 2010, the FNSAC will:

- Find an additional corporate partner to support the Jean Goodwill Scholarship Program.
- Find an additional Corporate Sponsor for the Aboriginal Student Mentor Program.
- Find additional suppliers and sponsors for the online store.
- Identify one communications partner with the ability to support online interactions with members.

Communication will also continue to be a priority for the Association. In 2010, the FNSAC will continue to:

- Issue one press release per month.
- Develop two resource materials to improve the knowledge base of Aboriginal health professionals.
- Host networking sessions as identified in the Membership Development section of this plan.
- Maintain the communication evaluation system.

Beyond 2010 Objectives

Beyond 2010, the FNSAC must continue to examine, modify and re-evaluate revenue centres. The fear is that the Association becomes known as a “cash grab” operation that is always wanting money from members. This is not the direction the organization wants to take. The FNSAC must view itself as offering products and services that have *value* to the people willing to pay for the services. All developments in this area must be examined on their merits and must truly meet the needs of Aboriginal health professionals.

Some of the ongoing and potential marketing and communications activities that may be examined beyond 2010 include:

- Examine The Possibility Of Offering A Monthly Newsletter
- Increase Newsletter Subscription Revenues By 25% Per Year
- Increase Advertising Revenues By 50% Per Year
- Issue One Press Release Per Month
- Maintain Corporate Partnerships Supporting The Jean Goodwill Scholarship Program
- Maintain Corporate Sponsorships Supporting The Aboriginal Student Mentor Program
- Increase Revenues of The Online Store By 25% Per Year
- Develop Two Resource Materials Per Year To Better Understand The Future of Aboriginal
- Host Annual Conference
- Increase Conference Revenues By 100% Every Year
- Deliver A Profitable Monthly Online Product / Service To Membership

6.4 Operational Plan

2009 Objectives

In order to execute this sustainability plan, it is vital that the FNSAC effectively manages operations as well as secure core funding for a minimum of two more years.

(I) Funding Agreement Extension

The FNSAC will require a two year extension in the current funding levels to ensure that the FNSAC has the time to effectively implement the movement towards self sustainability plan. It is recommended that the following two year allocation be $500,000 per year for the 2009/10 and 2010/11 fiscal years. It is anticipated that additional funding be requested beyond this, however it will be at a significantly lower level.

(ii) Operations Management

Once a funding agreement has been reached, the FNSAC must ensure that it operates in an effective and efficient manner. The following activities will take place:

- The FNSAC will limit increases in Operational Budgets (Less Wages and Salaries) To 10% increase over previous year's actual expenditures.
- Assign a new incremental budget line item for revenue generating activities.
- Develop a salary grid and accountability structure for all positions within the organization and implement.
- Develop and approve new job descriptions for each position within the organization
- Secure funding for policy research project.
- Review, approve and implement policy and procedure documentation.
- Develop an annual training plan for each position in the organization.
- Develop a five year capital expenditure plan for the association.

2010 Objectives

As the FNSAC will have secured additional funding in 2009 for this fiscal year, effective reporting must be conducted to ensure this funding remains in place. With funding in place, the FNSAC will have established operational benchmarks, that must be maintained on the administrative side of the organization in 2010. These activities will become routine for the FNSAC and will be the key to macro management for the organization. The following activities must be undertaken in 2010:

- Limit increase in operational budgets (less wages and salaries) to 10% increase over previous year's actual expenditures.
- Maintain and amend the job descriptions, salary grid and accountability system.
- Review, approve and implement amendments to policy and procedure documentation approved in 2009.
- Secure two policy development funding contracts.
- Develop an annual training plan for each position in the organization.
- Evaluate and adjust five year capital expenditure plan for the association.

Beyond 2010 Objectives

Once the organization has established itself and has had two years of operational change completed, the organization must look beyond 2010 when self sustaining operation must take place. It is anticipated that funding agreements will remain in place, however at a much smaller scale. It is at this point where own source revenue generation will take over as the primary source of dollars for the organization. In the 2011, the FNSAC will finance 50% of their total operations from own source revenues. In 2012, it is projected that 75% of operations will be financed by own source revenues and 100% of operational costs will be financed by own source revenues by the end of fiscal 2013. This five year plan is aggressive, but manageable provided other financial supports are in place.

It is anticipated that core funding will still be required through 2013, however to a much lesser extent. It is anticipated that the FNSAC will require half of the Contribution of 2010 in the two years beyond this time. A request in the amount of $250,000 in 2011, $250,000 in 2012 and $125,000 in 2013 will be required based on financial projections. These supports will allow the FNSAC to continue the transition gradually allowing for errors and growing pains. This financial support will allow the organization to grow properly without forcing revenue generation to an organizational culture that has no previous experience in these areas.

The same annual operating activities will be maintained beyond 2010:

- Limit increase in operational budgets (less wages and salaries) to 10% increase over previous year's actual expenditures.
- Maintain and amend the job descriptions, salary grid and accountability system.
- Review, approve and implement amendments to policy and procedure documentation approved in previous years.
- Secure two policy development projects.
- Develop an annual training plan for each position in the organization.
- Evaluate and adjust five year capital expenditure plan for the association.

6.5 Financial Plan

Fiscal responsibility will be the key to repositioning the organization. A well managed organization will not only meet the needs of membership, but will also meet all financial obligations. This section is presented a little bit different as financial responsibility is accomplished through the use of budgets.

In order to plan for the next five years, a budget has been developed based on the goals and objectives outlined previously in this section. Each of these budgets provide a five financial plan for the FNSAC and the management of these budgets will be the combined responsibility of the Executive Director, Finance Officer and The Board of Directors. A financial policy will have to be developed that clearly identifies the spending limits and lines of authority when it comes to financial transactions and accountability. The FNSAC has an excellent system in place and this should be accomplished with little difficulty for the organization.

The following Budget system should be implemented by the FNSAC:

- The Executive Director will provide the Board of Directors an annual budget (broken down by quarter) for approval no later than 60 days prior to fiscal year end.
- The Executive Director will provide the Board of Directors a five year financial forecast (broken down by year) no later than 60 days prior to fiscal year end.
- The Board of Directors will provide authorization for the Annual Budget and Five Year financial forecast no later than 30 days prior to the fiscal year end.
- Throughout the fiscal year, the Executive Director will provide a quarterly financial report to the Board of Directors that details the expenditures to date, variances and the reasons for these variances (The Board and ED will determine the acceptable level of variances during policy and procedure review).

Historical Financial Performance

It has been detailed throughout this plan that the FNSAC is a fiscally responsible organization. The organization has, over the past eight years, maintained a modest budget surplus and this trend is not considered to change. The FNSAC will be conservative with funds and will direct them to initiatives that will benefit the FNSAC on the whole.

With that being noted, it is important to review historical financial statements for the organization to assess a baseline financial position to establish budgets. The FNSAC's historical operating budgets from 2004 through to March 31st, 2008 are included in the table on the following page. These statements will provide the basis for the projected budgets that follow.

First Nation Sample Association of Canada Historical Statement of Operations 2004 to 2008					
	2008	**2007**	**2006**	**2005**	**2004**
Revenue					
Contribution Agreements	$493,856	$476,795	$452,862	$375,000	$300,000
Membership and Conference	$6,505	$20,250	$33,205	$18,215	$15,419
Publications and Promotional Sales	$6,263	$23,818	$4,209	$5,321	$4,583
Donations	$0	$0	$0	$3,000	$0
Scholarship	$0	$0	$0	$0	$5,000
Other	$50	$472	$249	$12,123	$31,500
Total Revenue	**$506,674**	**$521,335**	**$490,525**	**$413,659**	**$356,502**
Expenditures					
Staffing Costs	$178,265	$140,468	$154,308	$118,411	$42,329
Consulting and Professional Fees	$113,997	$116,737	$70,082	$33,646	$130,996
Advertising and Promotion	$60,502	$18,196	$5,989	$17,044	$8,587
Amortization	$2,219	$2,754	$3,710	$3,926	$3,047
Honorarium	$0	$1,550	$1,694	$1,700	$0
Insurance	$3,457	$3,572	$3,407	$3,412	$3,886
Office and Administration	$14,322	$10,499	$9,492	$4,753	$6,282
Office and Computer Equipment	$15,910	$10,580	$13,596	$19,091	$12,217
Postage and Delivery	$5,219	$4,505	$5,637	$3,396	$8,047
Printing and Copying	$13,802	$18,542	$8,149	$11,863	$3,227
Professional Development	$0	$0	$2,179	$0	$95
Professional Services	$0	$0	$0	$0	$3,860
Membership Fees	$1,394	$1,247	$951	$214	$214
Bad Debts	$0	$0	$0	$0	$2,817
Relocation/Move	$0	$0	$0	$6,000	0
Rent	$30,634	$25,432	$23,799	$891	$1,277
Scholarship and Awards	$162	$1,000	$387	$3,030	$5,000
W orkshop Materials	$0	$0	$0	$0	$6,486
Telephone and Internet	$7,880	$9,580	$8,829	$10,258	$13,560
Travel and Accommodation	$48,315	$94,440	$139,076	$150,242	$97,591
Total Expenditure	**$496,078**	**$459,102**	**$451,285**	**$387,877**	**$349,518**
Net Revenue for the Year	**$10,596**	**$62,233**	**$39,240**	**$25,782**	**$6,984**

Projected Financial Performance

The following pages detail the projected financial budget for the FNSAC for the next five years of operations. The figures were developed for planning purposes based on the recommendations included in this plan. It is anticipated that these will form the basis for future budgets to be developed by the Executive Director, however, it is also anticipated that the Executive Director will make changes based on their workplan to be approved by the Board of Directors. These projections will be best used to assess scope of operations and overall feasibility of the recommendations included in this plan.

First Nation Sample Association of Canada Projected Operating Budgets 2009 - 2013					
	2009	**2010**	**2011**	**2012**	**2013**
Revenue					
Contribution Agreements	$400,000	$300,000	$200,000	$150,000	$100,000
Membership Fees	$7,000	$8,750	$11,000	$13,750	$17,000
Newsletter Subscriptions	$1,250	$1,500	$1,875	$2,400	$3,000
Advertising Sales	$30,000	$37,500	$47,000	$58,500	$65,000
Online Store	$10,000	$20,000	$50,000	$65,000	$70,000
Networking Events (Incl Conference)	$20,000	$35,000	$40,000	$65,000	$80,000
Research Projects / Publication Sales	$5,000	$10,000	$25,000	$50,000	$75,000
Profitable Partnerships	$10,000	$40,000	$50,000	$75,000	$80,000
Scholarship Sponsor	$5,000	$10,000	$10,000	$10,000	$10,000
Mentor Program Sponsor	$5,000	$10,000	$10,000	$10,000	$10,000
Donations	$0	$15,000	$20,000	$22,500	$25,000
Total Revenue	**$493,250**	**$487,750**	**$464,875**	**$522,150**	**$535,000**
Expenditures					
Executive Director	$85,000	$87,550	$90,177	$92,882	$95,668
Executive Assistant	$45,000	$46,350	$47,741	$49,173	$50,648
Finance Officer	$50,000	$51,500	$53,045	$54,636	$56,275
Corporate Development Officer	$45,000	$46,350	$47,741	$49,173	$50,648
Accounting / Legal	$15,000	$15,750	$16,538	$17,364	$18,233
Advertising and Promotion	$50,000	$25,000	$25,000	$40,000	$45,000
Amortization	$2,500	$2,625	$2,756	$2,894	$3,039
Honorarium	$2,500	$2,625	$2,756	$2,894	$3,039
Insurance	$3,500	$3,675	$3,859	$4,052	$4,254
Office and Administration	$15,000	$15,750	$16,538	$17,364	$18,233
Office and Computer Equipment	$15,000	$15,000	$10,000	$20,000	$20,000
Postage and Delivery	$5,500	$5,775	$6,064	$6,367	$6,685
Printing and Copying	$15,000	$15,750	$16,538	$17,364	$18,233
Professional Development	$8,000	$8,400	$8,820	$9,261	$9,724
Organizational Development Fees	$20,000	$15,000	$12,000	$12,000	$12,000
Membership Fees	$1,500	$1,575	$1,654	$1,736	$1,823
Rent	$31,000	$31,000	$31,000	$31,000	$31,000
Scholarship and Awards	$5,000	$10,000	$10,000	$10,000	$10,000
Telephone and Internet	$10,000	$10,500	$11,025	$11,576	$12,155
Travel and Accommodation	$65,000	$70,000	$70,000	$70,000	$70,000
Total Expenditure	**$489,500**	**$480,175**	**$483,249**	**$519,737**	**$536,657**
Surplus From Previous Year	$10,596	$14,346	$21,921	$3,547	$5,960
Net Revenue for the Year	**$14,346**	**$21,921**	**$3,547**	**$5,960**	**$4,303**

Section #7 Implementation Plan

The First Nation Sample Association of Canada will have a major shift in operation principles over the next five years to be a self sustaining organization. In order to effectively implement this sustainability plan the FNSAC must:

1. Review and Approve the contents of this plan (Scheduled November 22nd, 2008)

2. Hire an Executive Director for the First Nation Sample Association of Canada. To ensure the sustainability process is not forgotten, a detailed hiring process allowing each candidate to review a copy of this plan should be implemented. During the hiring process, one of the tasks that could be a part of the interview process is to request a sample workplan based on the recommendations of this plan from qualified candidates. (Prior To December 31st, 2008)

3. Secure funding for the FNSAC for another two year term.

4. Refer to this plan at Board meetings and request that the new Executive Director follow this plan (with personal modifications as desired and approved) when conducting their duties.

These four simple steps by the Board of Directors will provide the necessary direction to the Executive Director and staff to move this organization towards self sustainability.

The First Nation Sample Association of Canada is an excellent organization that serves a valuable service to their membership as well as to Aboriginal Canadians. It is important that this work be continued so that the Aboriginal youth of today are able to understand the unique and rewarding profession of in Canada. The importance of health professionals in the Aboriginal community is becoming more and more relevant and without the First Nation Sample Association of Canada, there would not be a support mechanism in place for the future.