

Financial Management Strategies Through Digital Transformation for First Nations

A roadmap to modern, efficient financial management that supports strong governance and future-ready Nation operations.



**ROB
GREENO**

Partner & Account Manager,
Asyma Solutions

Committed to First Nation Communities

- 20+ years supporting First Nations across Canada
- 40 First Nations organizations/businesses supported
- Strong focus on local training & capacity building
- Strengthening financial clarity & sovereignty
- Grounded in trust, transparency, and respect
- Solutions shaped around each Nation's governance & priorities

“Asyma Solutions is extremely helpful and insures we receive the most suitable services to meet our needs”

–Valarie Alexis, Alexis Nakota Sioux Nation

Challenges Many Nations Are Facing Today

Financial & Compliance Pressures

- Increasing complexity of funding agreements
- Reporting requirements growing each year
- Time-consuming audit preparation
- Difficulty maintaining clean, consistent data



Challenges Many Nations Are Facing Today

Operational & Capacity Challenges

- Housing, maintenance & work order tracking
- Social program data spread across files
- High administrative workload
- Limited training & inconsistent



Digital Clarity for Economic Development

Tracking Band-Owned Businesses & Investments

The Impact:



The Solution:

Financials tracked separately

No consolidated Nation-wide reporting

Hard to track profitability & cash flow

Limited visibility across entities

Manual consolidation each month

Difficulty planning & forecasting

Consolidated reporting across entities

Shared chart of accounts & dimensions

Real-time profitability tracking

Centralized cash flow visibility

Automated multi-entity consolidation

Better planning tools & forecasts

Digital Clarity for Funding Agreements

Growing Complexity of Funding Agreements

The Impact:



The Solution:

Heavy administrative workload
Hard to track budget vs actual spending
Reporting requirements increasing each year
Higher risk of errors and inconsistencies
Stressful, time-consuming audit preparation
Limited real-time visibility for leadership

Track every dollar by funding agreement
Real-time visibility into spending & budgets
One-click reporting for funders and audits
Full audit trail with attached documentation
Clean, simplified chart of accounts
Consistent, reliable data across departments

Digital Clarity for Siloed Departments

Growing Disconnect Across Departments

The Impact:



The Solution:

Housing not connected with Finance

Social Programs tracked separately

Health, Education & Admin on different systems

Duplicate data entry

Inconsistent information across departments

No shared real-time visibility

One connected system across all departments

Shared dimensions for programs & funding

Automated department approvals

Data entered once & shared everywhere

Consistent cross-department reporting

Unified, real-time source of truth

Digital Clarity for Administrative Overload

High Workload & Manual Processes

The Impact:



The Solution:

Spreadsheets everywhere

Paper approvals & email chains

Manual data entry across programs

Slow processing of requests

Time-consuming workflows

Risk of errors & lost information

Automated digital workflows

Centralized approval routing

Data entered once & shared

Faster processing of requests

Dashboards for task visibility

Reduced errors through automation

Digital Clarity for Economic Development

Preparing for Annual & Program Audits

The Impact:



The Solution:

Missing backup documents
Inconsistent coding & data
Manual reconciliation takes weeks
Pressure on limited staff
Fear of audit findings
Time spent hunting for information

Full audit trail for every transaction
Attached documents stored centrally
Consistent coding with dimensions
Fast report exports for auditors
Real-time reconciliation tools
Reduced staff pressure during audit season

Technology Is Only Half The Solution

“Software is 50% of the solution, the other 50% is correct design, setup, procedures and workflows.”

What The Other 50% Looks Like

- Clear vision & strong planning
- Integrated, scalable technology choices
- Empowered people & culture
- Ongoing improvement & optimization

Four Pillars Of Digital Transformation

1. Strategy & Planning

- Assess current state
- Set clear goals
- Develop a roadmap
- Secure leadership buy-in

3. People & Culture

- Invest in training
- Foster openness to change
- Clarify roles & responsibilities

2. Technology & Data

- Choose integrated tools
- Prioritize interoperability
- Focus on data quality
- Strengthen cybersecurity

4. Implementation & Optimization

- Run pilots & proofs of concept
- Monitor performance
- Stay adaptable

Asyma's Partnership Approach

Before (discovery & alignment)

- Understand needs & assess readiness
- Validate best-fit solution
- Establish clear recommendations



During (design & implementation)

- Co-design workflows & Chart of Accounts
- Implement, test, validate
- Train staff & support go-live
- Weekly check-ins for alignment

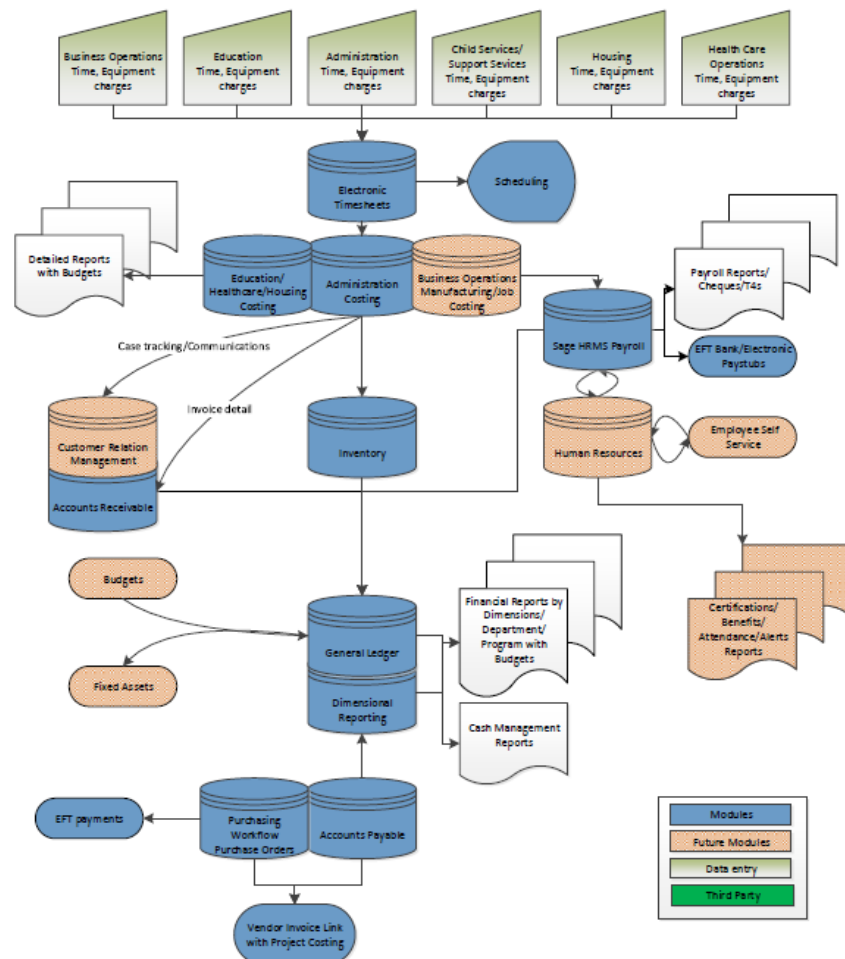


After (Ongoing Partnership)

- Ongoing support & training
- Feature updates & technology guidance
- Continuous relationship & knowledge sharing

FLOW CHART NAME:

System Overview



Non Profit - Administration Sample

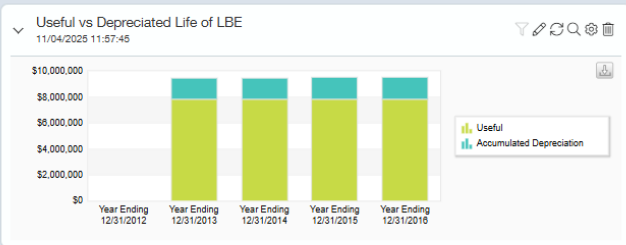
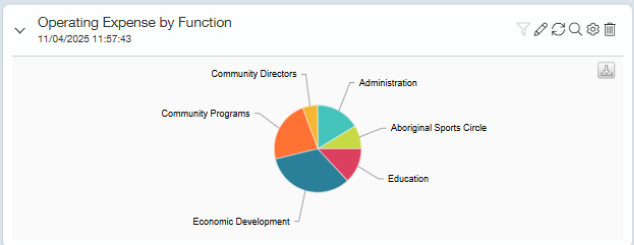
Requirement Benefit/Saving Calculation

Grouping	Benefit	Source	Prior	Description	Hours/yr	Rate	Amo	Sub T
Admin Financial Reporting	Reduce time to prepare financials by department/program (By month with budgets)	Discussions		10hrs/mon	100	30	3000	
Admin Financial Reporting	Reduce time to prepare financials for special govt or funding agencies (By month with budgets)	Discussions		10hrs/mon	100	30	3000	
Admin Financial Reporting	Reduce to provide timely and meaningful reporting to Directors	Discussions		10hrs/mon	100	30	3000	
Admin Financial Reporting	Reduce time to prepare consolidated financials by department/program (By month with budget)	Discussions			0	0	0	
Admin Financial Reporting	Reduce time to track grants and funding by source (by department/program)	Discussions		10hrs/mon	100	30	3000	
Admin Financial Reporting	Reduce time to track cash (bank account balances)	Discussions			0	0	0	
Admin Financial Reporting	Reduce time to prepare cash management and cash forecasting	Discussions			0	0	0	
Admin Financial Reporting	Able to have different dashboards for individuals based on role/department/program	Discussions		20hrs/mon All management	200	50	10000	22000
Admin Payables/Purchase Order	Purchasing workflow control - accountability of managers - by budget/by approver	Discussions		1000/mon	12	1000	12000	
Admin Payables/Purchase Order	Reduce unbudgeted costs from being incurred (Purchases compared to budget)	Discussions		500/mon	12	500	6000	
Admin Payables/Purchase Order	Reduce time required to process accounts payable invoices	Discussions		10hrs/mon	100	30	3000	
Admin Payables/Purchase Order	Reduce errors in coding invoices to department/programs after the fact	Discussions			0	0	0	
Admin Payables/Purchase Order	Document control and attachment to transactions	Discussions			0	0	0	
Admin Payables/Purchase Order	Reduce overspending by tracking program expenditures to budgets	Discussions			0	0	0	21000
Budgeting & Planning	Reduce time to prepare budgets/approve with visibility into prior year actuals/budget amounts	Discussions		100hr All Management	100	50	5000	
Budgeting & Planning	Reduce time to prepare budget with links to detail transactions	Discussions			0	0	0	
Budgeting & Planning	Enhanced reporting financials department/program (drill down to budget details)	Discussions		10hrs/mon	100	50	5000	10000
Admin Payroll/Human resources	Reduce time (double entry) to payroll and accounting system	Discussions			0	0	0	
Admin Payroll/Human resources	Reduce time in tracking health and safety	Discussions			0	0	0	
Admin Payroll/Human resources	Reduce time to track training and recertifications (Manual excel spreadsheet)	Discussions			0	0	0	
Admin Payroll/Human resources	Reduce time require to track attendance/leaves - eliminate spreadsheet	Discussions		10hrs/mon	100	30	3000	
Admin Payroll/Human resources	Reduce time to track and request/approve time off	Discussions			0	0	0	
Admin Payroll/Human resources	Track reportable hours for reporting for accreditation (health services)	Discussions			0	0	0	
Admin Payroll/Human resources	Reduce time to reconcile benefits with payroll deductions	Discussions			0	0	0	
Admin Payroll/Human resources	Reduce time to track all job history (approval, reviews salary grades, positions)	Discussions		10hrs/mon	100	30	3000	
Admin Payroll/Human resources	Reduce time required to manually prepare employee timesheets (each employee)	Discussions		60hrs/mon everyone	500	30	15000	
Admin Payroll/Human resources	Reduce time to manually review and post timesheets by date	Discussions			0	0	0	21000
Admin Fixed Assets	Reduce time required to handle depreciation calculations/posting to financials	Discussions			0	0	0	
Admin Fixed Assets	Reduce time required to track equipment location/history	Discussions		10hr/mon	100	30	3,000	
Admin Fixed Assets	Reduce time entry of fixed assets information from Accounts Payable	Discussions			0	0	0	
Admin Fixed Assets	Eliminate missed fixed assets with link from Purchasing/Accounts Payable	Discussions			0	0	0	
Admin Fixed Assets	Reduce time to schedule, track and report on maintenance of assets	Discussions		20hr/mon	200	30	6,000	9,000
HEALTH/SUPPORT	Reduce time to track grants and funding by source (by department/program)	Discussions			0	0	0	
	Reduce time to track charges and related collections	Discussions			0	0	0	
	Reduce time to prepare financials by Clinic/program (By multiple years with budgets)	Discussions		10hr/mon	100	30	3000	
	Reduce time to handle cash management and cash forecasting	Discussions			0	0	0	
	Reduce time to schedule, track and report on maintenance of assets	Discussions			0	0	0	
	Reduce time to track Clinic project costing (labour, subcontractor, inventory, expenses)	Discussions		20hr/mon	200	30	6000	
	Reduce time to track Child support projects costing (labour, subcontractor, inventory, expenses)	Discussions		20hr/mon	200	30	6000	15,000
EDUCATION SERVICES	Reduce time to track grants and funding by source (by department/program)	Discussions		10hr/mon	100	40	4000	
	Reduce time to track rents and related collections	Discussions			0	0	0	
	Reduce time to prepare financials by school/program/class (By multiple years with budgets)	Discussions		10hr/mon	100	30	3000	
	Reduce time to handle cash management and cash forecasting	Discussions			0	0	0	
	Ability to track assets by school/department/class (manual excel)	Discussions			0	0	0	
	Ability to schedule, track and report on building/school maintenance of assets	Discussions		10hr/mon	100	30	3000	
	Require ability to allocate employees to different schools/programs (Split pay)	Discussions			0	0	0	
	Reduce time in tracking certification for employees/substitutes	Discussions			0	0	0	
	Reduce errors in coding to schools/programs	Discussions			0	0	0	
	Reduce time required to track substitutes by schools/program	Discussions			0	0	0	10000
HOME CARE	Reduce time to track grants and funding by source (by department/program)	Discussions			0	0	0	
	Reduce time to track rents and related collections	Discussions			0	0	0	
	Reduce time to track client project costing (labour, subcontractor, inventory, expenses)	Discussions			0	0	0	0
OTHER	Reduce time to track grants and funding by source (by department/program)	Discussions			0	0	0	
	Reduce time to handle cash management and cash forecasting	Discussions			0	0	0	
	Reduce time to track Other project costing (labour, subcontractor, inventory, expenses)	Discussions		20hr/mon	200	30	6000	6000
Totals							114000	114000

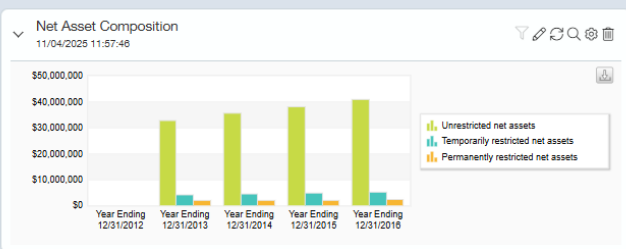
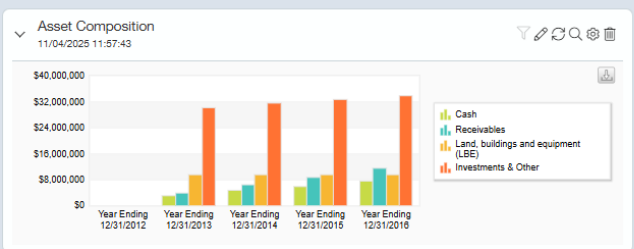
User based dashboards for instant access to information, allowing for better organizational decision making

Chief and Council My Balance Sheet Graphs

Program Efficiency 69% This year to date +0 vs. prior year	Administrative Expenses 23% This year to date -0 vs. prior year	Fundraising Expenses 7% This year to date -0 vs. prior year	Fundraising Efficiency \$0.19 This year -\$0.03 vs. prior year	Total Revenue \$1,037K This month +\$400,415 vs. prior month	Total Expenditures - All Departments \$532K This month -\$119,143 vs. prior month	Total Net Assets \$48,659K This year +\$3,589,273 vs. prior year
Expenditures - FC Fundraising \$382K This year +\$21,306 vs. prior year	Training \$233K This year +\$12,604 vs. prior year	Memberships \$210K This year +\$6,800 vs. prior year	Community Based Service \$6,878K This year +\$512,299 vs. prior year			



- ### Questions to Consider
- What assets required to support mission?
 - How readily do receivables become liquid?
 - Have results been improving or worse?
 - Are liabilities growing over time?
 - Will new debt be required?
 - What unrestricted net assets available?
 - Liquid cash available for future?
 - Reserve policy for use & replenishment?



Candid.

Where nonprofit data meets decision makers

Research nonprofits and funders

User based dashboards for instant access to information, allowing for better organizational decision making

Role Based Dashboard

Program Efficiency

69%

This year to date

Administrative Expenses

22%

This year to date

Cash Position

\$2,321,658 ↑

This month +\$102,658 vs. prior month

Members

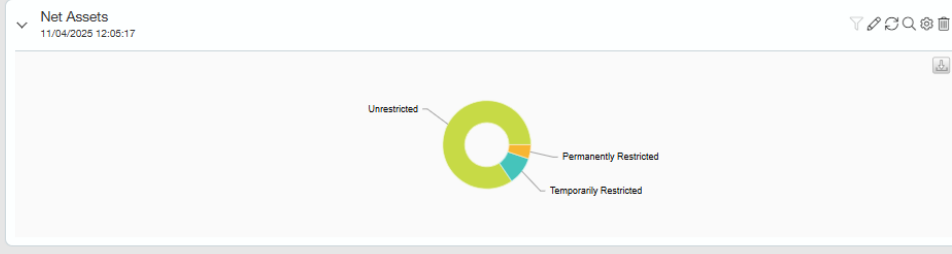
2,792

This month no change vs. prior month

Departmental Salaries Budget to Actual

11/04/2025 11:57:12

Departments	Salary and Wages Year Ending 12/31/2013 Budget % Var	Month Ending 01/31/2013		Month Ending 02/28/2013		Month Ending 03/31/2013		Month Ending 04/30/2013		Op
		Operating Budget	Actual	Operating Budget	Actual	Operating Budget	Actual	Operating Budget	Actual	
Economic Development	(2.01)	30,819.14	30,819.14	28,781.99	30,651.00	29,933.27	31,839.21	29,035.27	30,819.14	
Administration	14.51	20,819.14	20,819.14	19,381.99	30,651.00	20,157.27	22,147.55	19,552.55	20,819.14	
Education	(2.74)	5,917.05	5,917.05	5,280.03	5,933.91	5,491.23	5,950.81	5,329.49	5,917.05	
Aboriginal Sports Circle	(2.74)	4,012.18	4,012.18	3,771.45	4,024.22	3,922.31	4,038.29	3,804.64	4,012.18	
Indigenous Justice Program	(2.74)	5,082.09	5,082.09	4,777.18	5,097.34	4,958.25	5,112.83	4,819.20	5,082.09	
Employment Services	(11.04)	1,852.09	1,852.09	1,769.16	1,882.09	1,838.83	1,898.89	1,794.73	1,852.09	
Child & Family Services	(4.04)	2,082.09	2,082.09	1,957.16	2,082.09	2,035.45	2,854.88	1,974.39	2,854.88	
Health	3.28	1,882.09	1,882.09	1,487.16	1,882.09	1,546.65	1,798.98	1,500.25	1,798.98	
Total Departments	2.42	71,495.87	71,495.87	67,206.10	81,603.74	69,894.36	75,007.34	67,797.52	72,170.45	



Statement of Revenues & Expenditures - Department Comparison

11/04/2025 12:04:32

	Departments						
	Economic Development Year Ending 12/31/2013	Administration Year Ending 12/31/2013	Education Year Ending 12/31/2013	Aboriginal Sports Circle Year Ending 12/31/2013	Community Programs Year Ending 12/31/2013	Community Directors Year Ending 12/31/2013	All Depart Year E 12/31
Operating Revenue							
Grant Revenue	250,000.00	0.00	0.00	180,000.00	0.00	0.00	410.00
Contributions	40,846.72	43,816.39	21,282.04	30,988.35	0.00	1,460,361.64	1,587.10
Tuition	0.00	1,834,094.00	0.00	0.00	0.00	0.00	1,834.00
Member Fees	0.00	0.00	0.00	0.00	178,026.22	0.00	178.00
Sales	0.00	0.00	1,146,808.72	0.00	0.00	0.00	1,146.00
Service Fees	476,905.73	312,122.19	457,802.51	384,445.14	0.00	1,831.00	1,831.00
Investment Earnings	0.00	0.00	0.00	0.00	1,101,551.62	0.00	1,101.00
Other Revenue	333,806.09	110,056.96	124,128.77	169,202.68	7,005.28	0.00	744.00
Total Operating Revenue	1,101,163.54	2,100,191.54	1,749,822.04	744,616.17	1,286,583.12	1,460,361.64	8,442.00
Expenditures							
Personnel Expenses	690,801.83	292,206.17	67,607.08	48,290.76	478,029.02	61,852.00	1,638.70
Professional Fees	591,780.35	265,555.11	192,843.38	118,812.37	315,396.07	0.00	1,454.10
Program Expenses	142,887.59	66,456.41	138,716.80	58,428.20	0.00	0.00	438.40
Occupancy	100,290.66	156,233.33	43,150.45	73,788.68	80,777.10	9,918.46	467.10
General and Administrative Expenses							
Advertising and Promotion	0.00	0.00	0.00	0.00	71,087.83	0.00	71.00
Bad Debt Expenses	12,591.25	0.00	0.00	0.00	0.00	0.00	12.00
Business Licenses and Permits	31,731.53	20,177.09	2,688.94	14,454.83	0.00	34,808.69	103.00
Conferences, Conventions, and Meetings	42,336.91	28,774.46	29,224.27	35,971.55	0.00	0.00	136.00
Depreciation	0.00	0.00	0.00	0.00	20.32	0.00	0.00

Statement of Cash Flows - Indirect Method

11/04/2025 12:04:37

	Primary Entity Year Ending 12/31/2013 Actual	Wallace Trust Entity Year Ending 12/31/2013 Actual	Year Ending 12/31/2013 Total
	Cash flows from operating activities		
Change in Net Assets	2,334,776.56	254,231.98	2,589,008.54
Change in Cash from Operating Activities			
Depreciation	911,120.32	785,445.99	1,696,566.31
Amortization	0.00	0.00	0.00
Accounts Receivable	(2,003,459.11)	0.00	(2,003,459.11)
Receivables Payable	(1,200,900.00)	0.00	(1,200,900.00)
Prepaid Expenses	(20,310.51)	(8,214.99)	(28,525.50)
Inventory	(113,855.62)	0.00	(113,855.62)
Other Assets	0.00	0.00	0.00
Deferred Tax Assets	0.00	0.00	0.00
Accounts Payable	0.00	0.00	0.00
Deferred Revenue	893,296.16	0.00	893,296.16
Other Liabilities	1,910,480.07	198,403.09	2,108,883.16
Taxes Payable	0.00	0.00	0.00
Intercompany	0.00	0.00	0.00
Net cash used by Operating Activities	376,341.01	975,634.09	1,351,975.10
Cash flows from investing activities			
Capital Expenditures	(5,032,807.00)	(4,499,321.24)	(9,532,128.24)
Net sales (purchases) of ST investments	0.00	0.00	0.00
Purchase of long term investments and other assets	(22,431,762.04)	(7,649,807.25)	(30,081,269.29)
Investment in Subsidiary	0.00	0.00	0.00

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TAKE THE QUIZ

Sage Intacct The Rise of the Data-Driven First Nation Finance Leader

How First Nation finance leaders can drive strategy and performance with data-driven decision making



Nonprofits We Work With



First Nations Organizations We Work With



Asyma provides financial management implementation/support/training to over 25 First Nation Organizations on Sage 300c and another 15 that have transitioned to Sage Intacct Cloud Financial Management.

Overview of Sage Intacct Cloud Financial Management

Questions?

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1-877-448-9895

www.Asyma.com