



Operations Plan – Fiscal 2018

April 1, 2017 - March 31, 2018

Purpose

The purpose of the Community Futures Program is to help communities develop and implement local solutions to challenges and opportunities in the areas of:

Economic stability, growth, and job creation;

Diversified and competitive local rural economies;

Economically sustainable communities“

Mission

“The Community Futures Network of Alberta provides advocacy, leadership and stewardship for the network of Community Futures organizations in Alberta.”

Vision

“Alberta Community Futures Organizations are respected leaders in Rural Economic Development”

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Background Information

Identification and Contact Information

Legal Name:	Community Futures Network of Alberta
Operating Name:	Community Futures Alberta
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E-mail Executive Director:	Tstolz@albertacf.com
Chairperson:	Chris King
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CFNA Web Site:	www.albertacf.com

Board Structure

The CFNA Board is representative of the 27 Alberta CF organizations. These organizations, through the three (3) Alberta CF regions, elect a total of eleven (11) CFNA board members to serve two (3) year terms. Terms commence at the end of the Annual General Meeting, which is held in September each year. The Executive Committee of the Board is elected annually by the CFNA Board members. The role of the Board of Directors is to provide strategic direction for the organization.

Board of Directors

Position	Name	Area of Representation	Joined the Board
Chair	Chris King	NW Region - Volunteer Rep	April 2016
Vice-Chair	Randy Hodgkinson	NW Region - Staff Rep	October 2013
Secretary-Treasurer	Matthew Creighton	NE Region – Volunteer Rep	October 2013
Director	Lynn MacWilliam	South Region – Volunteer Rep	October 2016
Director	Brad Gara	NE Region – Staff Rep	October 2012
Director	Tim Sawarin	NE Region – Volunteer Rep	October 2016
Director	Dave Vanderwell	NW Region – Volunteer Rep	October 2016
Director	Lloyd Kearn	South Region – Volunteer Rep	October 2016
Vice-Chair	Patti-Jay Powell	South Region - Staff Rep	October 2014
Director	Sean Blewett	South Region - Staff Rep	October 2016
Director	Chris Curtis	South Region – Volunteer Rep	October 2015

Community Futures Alberta – Committees

Standing or Sub-Committee	Current Representatives
CFNA Executive Committee	Chris King, Randy Hodgkinson , Patti-Jay Powell, Matthew Creighton
CFNA Audit & Finance Standing Committee	All Board Members
Signing Authorities	Chris King, Randy Hodgkinson, Matthew Creighton, Patti-Jay Powell, Tony Stolz
Regional Communicators	NW – Randy Hodgkinson NE – Brad Gara South – Patti-Jay Powell, Sean Blewett
Community Futures Network of Canada	Chris King and Tony Stolz
Community Futures Pan-West Network	Chris King and Tony Stolz
CFLIP Standing Committee	All Board Members and Tony Stolz (non-voting)

Community Futures Alberta - Staff

Name	Position	Direct Line/Extension	Date of Employment	% Salary Covered by Core
Tony Stolz	Executive Director	403-851-9995 Extension 2	9/1/2016	100 %
Judy McMillan-Evans	Project Coordinator Entrepreneurs with Disabilities	403-851-9995 Extension 4 403-652-9664	4/10/2006	0 %
Margi Storey	Project Coordinator Elevate Program	403-851-9995 Extension 5	10/22/2015	0 %
Tracey Paquet	Project Assistant	403-851-9995 Extension 6	1/20/2016	100 %

Governance and Accountability

The governing style of the CFNA Board focuses on strategic leadership that emphasizes:

- The future rather than the past or present;
- A clear distinction of the role of the Directors and Staff;
- A preference for being proactive rather than reactive.

In this spirit, the Board of Directors of Community Futures Network of Alberta has agreed that it will:

- Provide support and add value to CF board members, staff and to the CF program as a whole;
- Provide relevant programs, service and supports to Alberta CF organizations;
- Be committed to collaboration and consensus building amongst CFs and the CFNA as we move forward together to achieve the collective vision for a strong, diversified and entrepreneurial Alberta.

Further, in the carrying out of its responsibilities, the Board of Directors of Community Futures Network of Alberta has agreed it will:

- Be accountable to the 27 Alberta Community Futures Organization members for competent, conscientious, and effective accomplishment of its obligations in accordance with the mission and objectives of the CFNA. The Board will allow no officer, individual, or committee of the CFNA to usurp this role or deter this discipline;
- Inspire, direct, and oversee CFNA activities through careful deliberation and establishment of its operating guidelines/goals. CFNA Board will initiate policies/goals and not merely react;
- Govern with discipline:
 - Directors will attend meetings as outlined in policy;
 - Treat individual members with dignity and respect;
 - Productive in-meeting communication and participation;
 - Act within roles as defined by policy;
 - Speak with one voice and not stray from cooperative governance.
- Regularly monitor and discuss CFNA's own process and performance. The Board will work to ensure the continuity of improvements through systemic review and updating policies;
- Direct CFNA Executive Director to develop and implement strategies intended to enhance the level of communication and collaboration with Alberta CF Organizations. Strategies designed to achieve this are summarized as follows:

- Listen proactively to Alberta CFs and communicate in a respectful positive tone;
- Value input and opinion of CFs as it relates to program development and implementation; (i.e. marketing program)
- Build superior understanding of CF frame of reference on a multitude of key CF programs;
- Engage Alberta CFs to communicate CF Best Practices internally and externally;
- Respect individuality of each Alberta CF and work with them to reach consensus.
- Provide constructive and truthful communication when opportunities present.

The Alberta CF network is comprised of three (3) CF Regions. Each region elects a minimum of three (3) representatives to the Board of the CFNA (South has 5 positions due to number of CFs in the region).

Policy regarding CFNA Board terms limits (2 – 3 year terms maximum) and the appointment/selection of board members are defined in the Memorandum of Association. This document was approved and registered in 2000 and amended in April 2006.

Input to the CFNA Operations Plan from the three (3) CF regions is received through the representatives from each of the regions. That input is raised throughout the operating year but more specifically CF input into CFNA operations is provided through their regional representatives at the beginning of each annual planning meeting.

In preparation for the Fiscal 2018 Operating Planning process, the CFNA board received recommendations and inputs from Alberta CFs. These inputs and recommendations were brought to the CFNA Board planning table and were included in the development of the Strategic Goals and related performance indicators included in this Operational Plan.

The CFNA Board, as a whole, reviews and approves the Operations Plan each year. The approved Plan is circulated to all Alberta CFs for information and is posted for ready reference to the CFNA web page. **See** - <http://albertacf.com/member-information>

Internal Accountability - The CFNA prepares and distributes a Performance Report against the targets set out in the annual Operating Plan. This CFNA Board document (Executive Director Report) is circulated to all Alberta CFs for the period ending with the 2nd and 3rd Quarters and for the year end March 31st. **See** - <http://albertacf.com/member-information>

Under the 2017-2018 Operating Plan, the CFNA will continue to provide monthly newsletters (9+/year) targeting CF boards and staff members.

Public Accountability – The CFNA promptly posts its financial statements to the public portion of its web page. **See** – <http://albertacf.com/about-our-network>

A current listing and photograph of the CFNA Board along with a summary description of the CFNA’s policy with respect to election/appointment to the board are posted on the public access portion of the CFNA site. **See** - <http://albertacf.com/about-our-network>

Incorporation Documents

Community Futures Network of Alberta originally was registered under the Societies Act of Alberta as the Community Futures Network Society of Alberta (CFNSA). Effective April 1, 2006, the assets of the Society (CFNSA) were transferred to Community Futures Lending & Investment Pool of Alberta (CFLIP), an affiliated organization incorporated under Part 9 of the Companies Act of Alberta. The amalgamated company then changed its legal name to the Community Futures Network of Alberta (CFNA) on April 1, 2006. All 27 Community Futures organizations in Alberta are members of the Community Futures Network of Alberta. No annual dues or fees are charged for membership.

The Articles of Association have not been amended since the Annual General Meeting in 2006. WD holds copies of the corporation's current legislative documents. The CFNA will complete a governance document review in this Fiscal 2018 operating year.

Policies

The Community Futures Board of Directors sets policy for the organization, and Community Futures staff refers to the policies as a framework and guide to develop procedures and procedures. While policies and procedures are updated as required, the CFNA will undergo a complete policy and procedure review in Fiscal 2018.

Fiscal 2018 Strategic Planning

Background:

The CFNA scheduled a strategic planning session on January 20, 2017 as well as a follow-up session on February 17th, 2017 to:

- Explore the current reality of the CFNA and develop a clear focus on why it exists and what it is we are meant to deliver;
- Explore the broader environment impacting the work of the CFNA;
- Clarify the organization's focus and direction moving forward (Vision);
- Collectively understand the key work/priorities for the CFNA; and
- Develop measures and an approach to ensure the achievement of each goal.

Who attended:

Participants attending included the Board and Executive Director of the CFNA.

Kristin Lewis of Alberta Culture and Tourism facilitated the session.

Delivery:

The session took place January 20, 2017 at the Hilton Garden Inn (8208 36th Street) in Leduc, AB and February 17th at the Renaissance Hotel (4236, 36th St. East) in Leduc, Alberta.

Results:

During the sessions participants reflected on the purpose of the CFNA, agreed to a slightly revised Mission statement, explored the environment and reality of the CFNA's work, and developed goals for moving forward. The development of an updated Vision Statement and appropriate measures for identified goals was completed at the second session.

Fiscal 2018 - Strategic Goals

CFNA Goalsⁱ

- *CFNA is a leader in the use, management, and promotion of technologies, tools, and best practices*
- *CFNA has modern and well developed Policies and Procedures*
- *CFNA has effective communications to ensure our programs and services are relevant to stakeholders*
- *CFNA has strong working relationships with strategic partners*
- *CFNA has an effective education strategy for boards and staff*

Core Servicesⁱⁱ

- *Coordination, Consultation & Liaison*
- *Representation of Members*
- *Provide service, information, coordination, training and skills development to build the capacity of program support & development*
- *Training - Develop and deliver cost-effective training materials, templates, policy manuals, etc. to ensure quality and a consistent delivery of the CF program in western Canada.*
- *Marketing & Visibility*
- *Administration of the Corporation*
- *CFLIP Requirements*
- *Pan West*

WD Strategic Prioritiesⁱⁱⁱ

- *Innovation*
- *Clean Technology*
- *Trade & Investment*
- *Defence Procurement*
- *Indigenous Economic Growth*

Activity Plan

Core Services

Core Services	Specific Activity	Desired Outcome
1.1 Coordination Consultation & Liaison		
Consultation with CF members	Surveys (Minimum 3 Surveys)	Staff compensation Training priorities CFNA Performance Survey
	Regional Communicator / CF input	CFNA Direction & Planning 6 Regional Meetings (total)
	Review Member in Good Standing Award	Confirm/Modify the award as needed
Publish the services on your website	Minutes, reports, and information posted to CFNA website	Albertacf.com
Liaison with WD Region	CFNA to meet with Alberta Region	4 meetings per year
	WD invited to board and AGM meetings	Opportunity for WD updates
	ADM / CFNA Chair / ED meeting	1 meeting per year
	Reporting to WD	3 X ED Reports 4 X Portfolio Reports 4 X EDP Reports
Liaison with other CF Associations	Pan West & CFNC Liaison	Chair and/or ED to participate in all meetings
	Introduce CFNA initiatives with broader application to network partners	Partner on at least one project
	Provide accounting/bookkeeping services following processes used for other CFNA projects.	Pan West project accounted for in the CFNA books
Strengthen CFs program & service delivery (EDP/Elevate etc.)	Work with CFs to develop a shared strategy for providing contracted services	Host one planning meeting Target 15 CFs attending
Create opportunities for WD/CF Meetings	Work with WD – Alberta Region to create opportunities for face-to-face meetings	One meeting with 24 CFs attending (i.e. conference)
Provide information to CF members	Quarterly ED Reports circulated to membership / posted to website	3 Reports
	Post CFNA Operating Plan on the public and members area of the CFNA Website	Post by April 15, 2017
	Post CFNA Board Meeting minutes on the members area of the CFNA Website	Post draft format within 2 weeks of meetings
	Circulate CFNA newsletters in a timely manner	Minimum 9 Newsletters

Core Services	Specific Activity	Desired Outcome
1.2 Representation of Members		
Externally represent Community Futures	Develop a list of external stakeholders including Federal and Provincial contacts	Networking priorities determined
	Develop relationships with priority stakeholders	Minimum 6 stakeholder meetings
	Promote Alberta CFs as a reliable and professional service delivery network	Identify key stakeholders and opportunities and stratifies for each stakeholder For example: SE Program (provincial wide delivery) AB Innovates – flow-through of clients between groups AB Economic Development - Organizational delivery models
	Promote the CF role in addressing rural Alberta needs and concerns	

Core Services	Specific Activity	Desired Outcome
1.3 Provide service, information, coordination, training and skills development to build the capacity of program support & development		
Provincial training development & delivery	Work with Pan West to develop a PD tool that links needs to training programs	PD tool developed
	Promote training program options available to CFs. (i.e. CF Leadership Institute, CFTP, CU training, etc.)	Promote on CFNA website and newsletters (6 X)
	Board Development Lending Training	Deliver 2 sessions to 48 participants / 24 CFs
	Board Orientation Training - manual & video	Promote CFNA website and newsletters (2X)
	Community Futures Training Program	Establish a CFTP advisory group Select & complete 10 new modules
	CFTP - Train the Trainer session	Train 6 trainers / 6 CFs
	CFTP – Program delivery (staff/clients)	Deliver 20 courses to 300 participants / 6 CFs
	Deliver CF Lending Training	2 sessions / 12 participants / 10 CFs
	Secure Alberta CF feedback on TEA training needs, organize and Implement TEA Training	1 session / 30 CFs and 15 participants
	Organize & Implement Spring Training	20 CFs participating with a minimum of 24 attendees

	Deliver new CF manager orientation sessions (as needed)	Develop a process for new CF Manager Orientation (i.e. Mentorship and Assessment)
	Support CFs through timely communications, coaching, and mentorship.	Respond within 48 hours Promote coaching / mentorship via subject matter experts
	Support key CF staff positions by assisting Regional Communicators in opportunities for Forums.	Increase in CFNA effectiveness as measured in CFNA performance survey
Provincial initiatives e.g. loan fund pooling, CED	CFLIP	Maintain good governance Returns > prime – 1% Investments < 133% of loans
	Explore the viability and demand of an expanded Loan Security Database Portal to include additional services such as on-line approvals	Survey Alberta CF interest in an on-line IRC system Request for RFPs tendered
	Assess/add/drop incentives as appropriate to ensure they are relevant to CFs and are competitively priced. This includes; <ul style="list-style-type: none"> - Employee Benefit Program - Directors & Officers E&O Insurance - Business Accident Insurance - IT Support Services - Cloud-based data & Exchange Server - Business Information Services (IBIS) 	33% + uptake Minimum 5 incentives offered Promote on Website and Newsletters (4X)
Partnership development	Develop a list of external stakeholders Including Federal and Provincial contacts	Networking priorities determined
	Develop relationships with priority stakeholders	Minimum 6 stakeholder meetings
	Promote partner training and skill development programs	Promote via email and newsletters (6X) Create a baseline for participation in partner training programs

Core Services	Specific Activity	Desired Outcome
1.4 Develop and deliver cost-effective training materials, templates, policy manuals, etc. to ensure quality and a consistent delivery of the CF program in western Canada.		
Ensure CFNA has high quality Training Materials	Work with Pan West to ensure training materials are high quality and relevant	Training material report created outlining survey scores
	Ensure training material and options are communicated to CFs	Promote on Website and in CFNA newsletters (6X)
	Develop a PD tool that links training needs to available CF training programs.	PD tool developed

	Community Futures Training Program	Complete 10 new modules
Development of templates and policy manuals	Compile examples of templates and policy manuals under a “CF in a Box” - Best Practices Initiative	CF in a Box initiated by September/17 and complete by March/18
Work with CFs in the coordinated delivery of priority training programs	EDP Program	Expand (+2) to 12 offices
	Elevate	Expand (+4) to 12 offices
Development of templates and policy manuals	Bizstream	Engage 15 clients

Core Services	Specific Activity	Desired Outcome
1.5 Marketing & Visibility		
Promotion of the CF Program	Promote the CF program via the CFNA website at www.albertacf.com	CFNA to fund hosting and updating fees in fiscal 2018 Begin tracking CFNA website visits
	CFNA to host and maintain social media accounts	Respond on social media 2 X per week
	Implement the “What If” CARES Marketing Campaign (Budget \$230,000 including CARES grant)	Engage CFs in the development of the campaign Manage project Implement Marketing Campaign Develop 2+ new networking tools/products/strategies 20 short Y-tube segments developed Increase loans across CFs by 2.5 million over Fiscal 2017
	CFNA Website refreshed to better meet the needs of CFs and users	CFNA Website platform has a clean modern look and is easy to navigate
	Provide CFs access to trade show materials	2 units promoted to CFs
Recognition of federal contribution	Seek & receive WD Communications approval on all marketing /communications materials	WD Communications approves of marketing campaign materials

Core Services	Specific Activity	Desired Outcome
1.6 Administration of the Corporation		
Management	Work with Regional Communicators to complete the CFNA nomination/election process	The CFNA Board of Directors has all positions filled for Fiscal 2018
	Work with Regional Communicators to assist with Awards nomination process	A full complement of awards are presented at the 2018 Gala

	Work with Regional Communicators to ensure CF feedback is obtained for CFNA strategic planning	CFNA strategic priorities reflect member feedback
Coordination of CF activities	CF Symposium – deliver as a member driven event providing relevant training	Engage a CF lead working group to deliver the 2017 Symposium
	Spring Training – Survey CFs to identify training needs, manage and promote event	1 X survey Spring 2018 event with 20 CFs and 30 participants
Governance	Update CFNA Governance documents	Governance documents updated
	Update CFNA financial process Policies and Procedures	Financial policies procedures in place by Aug/17
	Update CFNA Committee Terms of References to a Best Practice standard	Best Practice TORs in place by December/17
	Update general CFNA Policies and Procedures to a Best Practice standard	Best Practices in general policies procedures in place by Jan/18
Communication Sharing best practices through newsletters, etc.	Promote Best Practices on the CFNA Website and in Newsletters	Newsletters (9X)
Communication Tools developed/implemented for CFs	Create a complete Communications Plan for CFNA	Communications plan in place by December, 2017
Support WDs efforts to ensure WD/GOC priorities are well understood by CFs.	Support WDs priorities and communications in CFNA / CF manager meetings	WD priorities and communications are an agenda item for CF meetings

Core Services	Specific Activity	Desired Outcome
1.7 CFLIP Requirements		
CFLIP Requirements	No additional investment funds required for Fiscal 2018	CFLIP loan activity increases by \$2.5 million for fiscal 2018
	Support CFs to maintain 75/25 investment pool requirement	CFs are in compliance with this requirement
	Complete CFLIP Cash on Hand Report	Report submitted Oct 31/17

Core Services	Specific Activity	Desired Outcome
1.9 PAN WEST		
Training & Delivery activities	As per Pan West Operating Plan	An effective training/education platform for all four provinces

Alignment with Government of Canada and WD Current Priorities

	Strategy	Planned Project/Initiative	Measures
1(a)	Innovation – Support business and initiatives that can bring new technologies to Canadian and global markets	Identify and promote business opportunities and initiatives that support innovation and new technologies	Build relationships with relevant stakeholders (i.e. investment specialists linked to federal programs) Promote on CFNA website and in newsletters as a regular feature CFNA to attend information seminars / conferences (2 X)
1(b)	Clean Technology – Assisting or sharing best practices to support CFs with initiatives related to Clean technology activities and outcomes	Identify and share CF Best Practices in support of Clean Technology	Promote 2 CF Best Practices on Website and Newsletters (2X)
		Identify project opportunities that support this strategic priority	Identify 2 project opportunities that support clean technology that can be implemented by CFs
2	Trade & Investment – Assist business to enter into global markets	Continue to work with Pan West, partners, and Federal Government to promote training opportunities	Develop a plan to expand PD tool to include linking client needs to all types of training opportunities
		Expand and promote Bizstream	15 clients engaged in Fiscal 2018
3	Building Capacity for Defense Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities	Ensure all 27 Alberta CFs are aware of government contract opportunities	Promote to CFs Government of Canada webinars on the process of government procurement in newsletters (4X) and on the CFNA website
4	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation in economic development	Target engagement of Indigenous Peoples training as a component for the 2017 Symposium	Consider a keynote Speaker / workshop / panelist specializing in Aboriginal issues for Symposium 2017
		Develop relationships with relevant Alberta Indigenous groups	Identify relevant groups by working with CF Treaty 7 2 X meetings

CFNA Board Goals

Goal	Planned Project / Initiative	Measures
CFNA is a leader in the use, management, and promotion of technologies, tools, and best practices	Work with CFs to update the CF Website Platform to be more user-friendly	Initiate within 2 months and complete by February 2018
	Increase CF participation in member programs and services	Target a 10% increase in uptake across services
	Assess and evaluate new and existing programs and services to ensure they meet member needs and are cost effective (i.e. Cloud project)	Review and competitive bid process of all member services Implement new services as appropriate
	Explore the concept of a Virtual Office	Analysis Report – Spring 2018
CFNA has modern, well developed policies and procedures	Contract Auditing firm to conduct a financial process audit	Complete by August, 2017 Report by September, 2017
	Work with CFNA Board and Legal Counsel to update Governance Documents	New Governance Documents and report ready by September, 2017
	Develop new policies, procedures, and committee TORs for CFNA (scope and timeline to be reviewed pending contactor availability and funding)	Gap analysis – March 2017 Best Practices – April 2017 New Policies – January 2018 New Procedures – March 2018
CFNA has effective communications to ensure our programs and services are relevant to stakeholders	Develop a Communications Plan	Framework of plan by May 2017 Draft plan by September 2017 Implementation by December 2017
CFNA has strong working relationships with Strategic Partners	CFNA ED to visit Alberta CFs	Visit each CF yearly (min Skype meeting – in-person preferred)
	Meet with WD stakeholders	Monthly phone and/or in-person meetings
	ED to submit summary activity reports to CFNA Board	Monthly reports (12 X)
	Complete map of key strategic partners (who, why, where, etc.)	December, 2017
CFNA has an effective education strategy for boards and staff	Develop a formal training agreement / understanding with Pan West on Training to better align training priorities	December, 2017

Financial

Fiscal 2018 Budget

CFNA Operations Budget - Fiscal 2018					
Revenue	1st Qtr April - June	2nd Qtr July - September	3rd Qtr October - December	4th Qtr January - March	Total Fiscal 2018
WD Core Funds	\$ 61,563	\$ 61,563	\$ 61,563	\$ 61,563	\$ 246,253
Other Federal Funds	\$ 57,750	\$ 57,750	\$ 57,750	\$ 57,750	\$ 231,000
Other Provincial Funds	\$ 55,000	\$ -	\$ -	\$ 40,000	\$ 95,000
CF Portion of CARES project	\$ 80,000	\$ 15,000	\$ -	\$ -	\$ 95,000
Pan West	\$ 125,688	\$ 45,935	\$ 93,188	\$ 141,688	\$ 406,500
Symposium, Projects & Training	\$ 23,500	\$ 50,750	\$ 23,000	\$ 3,750	\$ 101,000
Interest Transfer - Projects	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
Interest Transfer - Admin	\$ -	\$ 30,000	\$ 40,000	\$ -	\$ 70,000
Other Revenue	\$ 7,858	\$ 7,858	\$ 7,858	\$ 8,358	\$ 31,933
Total Revenue	\$ 411,360	\$ 268,857	\$ 318,360	\$ 313,110	\$ 1,311,686
Expenses					
Wages & Benefits	\$ 40,500	\$ 40,500	\$ 40,500	\$ 40,500	\$ 162,000
Administration	\$ 18,834	\$ 18,899	\$ 34,994	\$ 26,609	\$ 99,336
Travel	\$ 9,750	\$ 9,750	\$ 9,750	\$ 9,750	\$ 39,000
CFLIP Projects	\$ 8,750	\$ 8,750	\$ 8,750	\$ 8,750	\$ 35,000
EDP & Elevate	\$ 57,750	\$ 57,750	\$ 57,750	\$ 57,750	\$ 231,000
CARES Project	\$ 47,500	\$ 47,500	\$ 47,500	\$ 47,500	\$ 190,000
Symposium, Projects & Training	\$ 30,838	\$ 65,338	\$ 34,838	\$ 17,838	\$ 148,850
Pan West	\$ 125,688	\$ 45,935	\$ 93,188	\$ 141,688	\$ 406,500
Total Expenses	\$ 339,610	\$ 294,422	\$ 327,270	\$ 350,385	\$ 1,311,686
Reconciliation					
Surplus / Deficit	\$ 71,750	\$ (25,565)	\$ (8,910)	\$ (37,275)	\$ 0

Summary Comments – Budget

Budget Item	Description	Amount
Other Federal Funds - Revenue	Entrepreneurs with Disabilities (EDP) and Elevate	\$231,000
Other Provincial Funds - Revenue	CARES marketing campaign – This is the grant portion expected for Fiscal 2018	\$95,000
CF Portion of the CARES campaign	This includes \$80,000 from provincial CFs plus \$15,000 from CFNA for CARES / Bizstream	\$95,000
Symposium, Projects, & Training - Revenue	Symposium, EDP anniversary project, Cloud (technology) project, and TEA training	\$101,000
CFLIP - Interest Transfer Projects - Revenue	Financial process audit, governance, and policies/procedures update project, PD training tool development project	\$35,000

CFLIP – Interest Transfer Admin - Revenue	This is to support core operations including management of CFLIP	\$70,000
Wages & Benefits – Expenses	Core staffing model includes one full time ED position and one full time Project Assistant position. All contract allocations for EDP, Elevate, Pan West, and Bizstream continue in Fiscal 2018.	\$162,000
Travel – Expenses	This is the same budget as last fiscal and takes into account more board meetings and ED travel.	\$40,000
CARES – Expenses	This includes Alberta CFs and CFNA portion of expenses for CARES	\$190,000
Symposium, Projects, & Training – Expenses	This includes Symposium, EDP anniversary project, a Cloud (information technology) project, CFNA Strategic Planning, TEA training, support for Bizstream, plus growth in the Community Futures Training Program.	\$147,850

Opportunities for Collaboration and Efficiencies

Please outline your plans to explore additional opportunities for collaboration (CFs, WCBSN or other business service providers) or efficiencies in support of improved service delivery to your clients.

Collaboration and Efficiencies Planned/Under Discussion	
1	Networking with Pan West in the development of a Professional Development tool linking needs assessment with available training programs.
2	Continued networking and partnership with the Business Development Bank of Canada on loans and possibly training.
3	Exploration of virtual office tools and concepts for Community Futures Organizations to reduce overhead costs.
4	Exploration and development of a 'Community Futures Office In a Box' – Best Practices program as a way to promote and package best practices.

Board Motions

Operating Plan

Board Meeting Date: March 8 th , 2017	
Time	Motion
4:40 pm	Tim Sawarin <i>moved</i> : Lloyd Kearn <i>seconded</i> : <u><i>“That the Board of Community Futures Network of Alberta approve the Fiscal 2018 Operating Plan as circulated and discussed”</i></u> Carried

Fiscal 2018 Operating Budget

Board Meeting Date: March 8 th , 2017	
Time	Motion
4:42 pm	Dave Vanderwell <i>moved</i> : Lloyd Kearn <i>seconded</i> : <u><i>“That the Board of Community Futures Network of Alberta approve the Fiscal 2018 Operating Budget as presented”</i></u> Carried

ⁱ CFNA Goals are set yearly by the Board of Directors in January at the annual CFNA Strategic Planning Meeting

ⁱⁱ Core Services are articulated in the WD contribution agreement with CFNA

ⁱⁱⁱ Western Diversification Strategic Priorities are communicated directly to Community Futures offices and are also listed on WED’s website.