



Operations Plan – Fiscal 2019

April 1, 2018 - March 31, 2019

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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1.0 Board Motion

1. The 2018-19 Operating Plan

Board Meeting Date: January 26, 2018	
Time	Motion
4:40 pm	<p>Brock Harrington <i>moved</i>:</p> <p><i>Brad Gara seconded</i>:</p> <p><u>“That the Board of Community Futures Network of Alberta approve the Fiscal 2019 Operating Plan as circulated and discussed”</u></p> <p style="text-align: right;">Carried</p>

2. The 2018-19 Budget

Board Meeting Date: January 26, 2018	
Time	Motion
4:42 pm	<p>Brock Harrington <i>moved</i>:</p> <p><i>Brad Gara seconded</i>:</p> <p><u>“That the Board of Community Futures Network of Alberta approve the Fiscal 2019 Operating Budget as presented”</u></p> <p style="text-align: right;">Carried</p>

2.0 Identification and Contact Information

Legal Name: Community Futures Network of Alberta
Operating Name: Community Futures Alberta
Mailing Address: # 3209 – 101 Sunset Drive, Cochrane, AB T4C 0W7
Location Address: # 3209 – 101 Sunset Drive, 2nd Floor, Cochrane, AB
Phone Number: 403-851-9995
Fax Number: 403-851-9905
E-mail General Inquiries: Tstolz@albertacf.com

Executive Director: Tony Stolz
E-Mail: tstolz@albertacf.com

Chairperson: Matthew Creighton
Phone Number: 780-715-8683
E-Mail: mjcreigh@gmail.com

CFNA Web Site: www.albertacf.com

3.0 Description of the CFA & Region

CFNA exists to provide advocacy, leadership, stewardship, and operational support for the network of 27 Community Futures organizations in Alberta. Activities support Alberta CFs to develop and implement local solutions to challenges and opportunities in the areas of economic stability, growth, diversification and job creation. Specifically, this includes supporting lending, training, coaching, business programs, and supporting community economic development. In addition, CFNA manages a pool of funds called the 'Community Futures Lending & Investment Pool (CFLIP) on behalf of CF depositors. This lending pool provides loans to Alberta CF Shareholders with the intent the funds be a source of financing for Alberta entrepreneurs.

Demographics – The Alberta CF program serves rural Alberta including all regions except for Edmonton and Calgary with a total population of approximately 1.7 million people.

Challenges and Opportunities – The CFNA Board of Directors identified the following areas of focus in their 3-year Strategic Plan created in 2017. Activities to support these Strategic Priorities are included in the Performance Measures section of this Operations Plan.

- *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*

In addition to these strategic priorities CFNA identified the following specific areas of focus for 2018.

- *Communications - improving internal and external communications systems & core messaging*
- *Marketing – development of a 5 year marketing plan & yearly initiatives*
- *Training – Increased access to training for Boards and staff.*
- *Disruptive change / rate of change – affecting all businesses sectors*

4.0 Description of the Organization

4.1 Board & Staff

- 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 Committees – (see Table below)
- Staff Structure –CFNA staffing model includes an Executive Director, a project coordinator in charge of the Elevate Program & CFNA Admin, a half-time Marketing Coordinator, plus contract positions for the Entrepreneurs with Disabilities Program and other special projects.
- Planned CF Board and staff training & skills development – This is addressed under 1.3 General Training – Delivery. CFNA intends to deliver 6 Board training session to 144 participants across 24 CFs. The specific Board modules will be determined based on need and demand. Core Services
- Confirmation of website posting (the following are posted at www.albertacf.com (about our network)
 - CFNA Board of Directors
 - Geographic representation of Directors
 - Composition & Election Process
 - Annual Financial Statements
 - Role of the Association in Investment Fund Appeals Process – NA – appeals are an internal CF matter for CFLIP loans and are addressed by the whole CFNA Board. A new policy is under development for release in April 2018.
 - Referral Reference to FEDO (footer)

Community Futures Alberta – Committees

Standing or Sub-Committee	Current Representatives
CFNA Executive Committee	Matthew Creighton, Lloyd Kearl, Sean Blewett, Randy Hodgkinson
CFNA Audit & Finance Standing Committee	All Board Members
Signing Authorities	Matthew Creighton, Lloyd Kearl, Sean Blewett, Randy Hodgkinson, Tony Stolz
Regional Communicators	NW – Randy Hodgkinson NE – Brad Gara South – Sean Blewett

Community Futures Network of Canada	Lloyd Kearn and Tony Stolz
Community Futures Pan-West Network	Lloyd Kearn and Tony Stolz
CFLIP Standing Committee	All Board Members and Tony Stolz (non-voting)

4.2 Board of Directors

Position	Name	Area of Representation	Start / End Date
Chair	Matthew Creighton	NE Region – Volunteer Rep	October 2013 September 2019
Vice-Chair	Lloyd Kearn	South Region – Volunteer Rep	October 2016 June 2020 (CF term limit)
Secretary	Sean Blewett	South Region - Staff Rep	October 2016 September 2022
Treasurer	Randy Hodgkinson	NW Region - Staff Rep	October 2013 September 2019
Director	Brad Gara	NE Region – Staff Rep	October 2012 September 2018
Director	Kevin Spahich	NE Region – Volunteer Rep	January 2018 September 2022
Director	Chris Turnmire	NW Region – Volunteer Rep	October 2018 Nov 2019 (CF term limit)
Director	Vanessa Simonin	NW Region – Volunteer Rep	October 2018 September 2024
Director	Lynn MacWilliam	South Region – Volunteer Rep	October 2016
Director	Brock Harrington	South Region – Staff Rep	October 2018 September 2024
Director	Maggie Armstrong	South Region – Volunteer Rep	October 2018 March 2019 (CF term limit)

- The CFNA Board is selected by region but each member represents the interests of the Alberta CF program as a whole.
- Board Composition
 - Women – 3
 - Indigenous – 0
 - Youth – 0

- Persons with a Disability – 0
- Other – 0
- Succession Planning – Regional representatives work with CFs in their region to put forward candidates. Candidates are then selected by the regions by vote as needed.

4.3 Community Futures Alberta - Staff

Name	Position	Contact	Date of Employment	% Salary Covered by Core
Tony Stolz	Executive Director	403-851-9995 tstolz@albertacf.com	9/1/2016	100 %
Judy McMillan -Evans	Project Coordinator Entrepreneurs with Disabilities	403-851-9995 403-652-9664 jmcmillanevans@albertacf.com	4/10/2006	0 %
Margi Storey	Project Coordinator Elevate Program	403-851-9995 mstorey@albertacf.com	10/22/2015	22 %
Kelsey Nixon	Marketing & Communications Coordinator	403-851-9995 knixon@albertacf.com	10/10/2018	100 %

- Challenges – Staff retention/recruitment/training – Identifying training opportunities and need is proving to be a challenge. CFNA is addressing this by releasing a new PD Management tool in April 2018. The PD tool is designed for CF Managers to help them assess staff and Board training needs and to track employee and Director training & certifications.

5.0 Planning & Policies

Fiscal 2018-19 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. The intent was to make use of this Strategic Plan for Fiscal 2018 as well as 2019.

5.1 Strategic Priorities

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

WD Strategic Prioritiesⁱⁱⁱ

- Inclusiveness (Primary)
 - Indigenous economic growth
 - Women entrepreneurs
- Inclusiveness (Secondary)
 - Youth entrepreneurs
 - Persons with disabilities
- Cluster Development
 - Clean Technology
 - Value added agriculture
 - Advanced manufacturing
 - Digital Industries
 - Clean Resources
 - Health & Biosciences

5.2 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 by the CFNA membership in September 2017.

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 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 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>

5.3 Policies & 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 and Memorandum of Association were amended at the Annual General Meeting in 2017. WD holds copies of the corporation’s current legislative documents.

- Memorandum of Association – Updated in Fiscal 2018
- Articles of Association – Updated in Fiscal 2018

- Policies – Updates are underway – target to be complete in September, 2018
- Investment Fund Management – An update to this policy is underway with a target completion date of April, 2018.
- Conflict of Interest – Updated in Fiscal 2018
- Board of Directors – An update to this policy is underway with a target completion date of September, 2018.

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 completed a complete policy and procedure review in Fiscal 2018.

6.0 – Performance Indicators

6.1 Performance Measures – Core Services

Core Services	Specific Activity	Desired Outcome
1.1 Coordination Consultation & Liaison (Internal Communications)		
Internal CFNA	Activity, project, & financial reporting	9 X director meeting updates
	Team planning	23 X in-person meetings 23 X conference calls
	Develop Board area for the Members Hub area of the CFNA website.	Increase paperless communications options
Consultation with CF members	Publish minutes, reports, and services on the CFNA website - Albertacf.com	1 X Operations Plan 3 X Quarterly Reports 9 X Meeting Minutes 1 X Annual Report 9 X Newsletters
	Develop members area 'hub' for two-way internal communications.	Increased two-way communication with internal stakeholders
	Surveys (Minimum 3 Surveys)	Staff compensation Training priorities CFNA Performance Survey
	Regional Communicator / CF input	CFNA Direction & Planning 6 Regional Meetings
	CF Office liaison	.5 X in-person meetings/yr 4 X quarterly phone calls 52 X information updates
	Newsletters	9 X internal newsletters
	Liaison with WD Region	CFNA to meet with WD Alberta Team
	WD invited to board and AGM meetings	9 X board meetings
	ADM meetings (Chair, ED & Conference)	2 X meetings
	Reporting to WD	3 X Quarterly Reports 4 X Portfolio Reports 4 X EDP Reports
Liaison with CF Associations	Pan West & CFNC Liaison	Vice-Chair and/or ED to participate in all meetings
	Introduce CFNA initiatives with broader application to network partners	Partner on at least one project

Core Services	Specific Activity	Desired Outcome
1.2 Representation of Members (External Communications)		
Externally represent Community Futures	Meetings and communications with all (20) targeted external stakeholders	1 X meetings each 4 X phone contacts
	Develop MOU/projects with strategic partners (7)	1 X project with each partner
	Promote the CF program to external partners with quarterly newsletters	4 X newsletters

Core Services	Specific Activity	Desired Outcome
1.3 Provide service, information, coordination, training and skills development to build the capacity of program support & development (Training Delivery)		
General Training - Delivery	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 Training	Deliver 6 sessions to 144 participants / 24 CFs
	Board Orientation materials - manual & video	Promote CFNA website and newsletters (2X)
	Community Futures Training Program	Promote on CFNA website and newsletters (2X)
	CFTP – Program delivery (staff/clients)	Support CFs to deliver 20 courses, 300 participants, 6 CFs
	Deliver CF Lending Training	2 sessions / 12 participants / 10 CFs
	Secure Alberta CF feedback on TEA training needs	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)	In-person meetings
	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
Training Delivery related to other provincial initiatives (i.e. Lending Pool & CED)	CFLIP	Maintain good governance Returns > prime – 1% Investments < 133% of loans
	Train interested CFs in the use of the Community Futures Loan Approval Portal	6 X training sessions

	<p>Assess/add/drop incentives as appropriate to ensure they are relevant to CFs and are competitively priced. This includes;</p> <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) 	<p>33% + uptake</p> <p>Minimum 5 incentives offered</p> <p>Promote on Website and Newsletters (4X)</p>
Training Delivery related to partnership development	Promote partner training and skill development programs	Promote via email and newsletters (6X)

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. (Training Development)		
Ensure CFNA has high quality Training Materials	Ensure training materials and options are communicated to CFs	Promote on Website and in CFNA newsletters (6X)
	Promote new PD tool that links training needs to available CF training programs.	Promote on Website and in CFNA newsletters (2X)
	Community Futures Training Program	Develop new 'Opportunities' workshop in partnership with strategic partners
	Strategic Planning Workshop/Template	Develop new workshop in cooperation with AB Culture
Develop training materials (templates, policy manuals, etc.)	Complete CF in-a-box project on SharePoint	Promote in Newsletters (2X)
Work with CFs in the coordinated delivery of priority training programs	EDP Program	Expand to 16 offices
	Bizstream	Engage 15 clients
Development of templates and policy manuals		

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 Increase web tracking metrics
	CFNA to maintain social media accounts for Facebook, Twitter, and Linked In	Respond on social media 2 X per week
	Develop a 3-year general Marketing Plan Include strategies to engage Board Members and guerrilla tactics.	Engage CFs in the development of the Marketing Plan.
	Develop & promote Opportunities Workshop to help draw clients to CF offices.	Workshops promoted in 12 Community Futures areas.

	Continue to develop the CFNA Website with the addition of a members 'Hub' area.	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 2019 event with 20 CFs and 30 participants
Governance	Complete CFNA Policies and Procedures update	All Policies and Procedures complete
	Update CFNA Committee Terms of References to a Best Practice standard	Best Practice TORs in place by September, 2018
Communication – Sharing Best Practices	Promote Best Practices on the CFNA Website and in Newsletters	Newsletters (9X)
Communication Tools (development)	Complete a Members Hub area of the CFNA website to facilitate improved 2-way communications.	Members Hub complete by September, 2018.
Communication - Ensure WD/GOC priorities are well understood by CFs.	Support WDs priorities and communications in CFNA / CF manager meetings	Promote at CF meetings as part of Strategic Planning Template

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 2019
	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 31/18

6.2 Alignment with Government of Canada and WD Current Priorities

	Strategy	Planned Project/Initiative	Measures
1(a)	Inclusiveness – primary focus on Indigenous peoples and women	Develop and implement a project with CDEA	Active project in place
		Develop and implement a project with AWE	Active project in place
1(b)	Inclusiveness – secondary focus on youth and persons with disabilities	Promote WD Strategic priorities by developing a Strategic Planning Template for Community Futures offices.	CF offices support WD strategic priorities with local action plans.
		Expand the delivery of the EDP program	16 CF offices have active EDP clients.
2	Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital industries; clean resources; and health and biosciences.	Promote specialized clusters as a component of a new ‘Opportunities’ workshop to be developed in partnership with strategic stakeholders.	Promote Opportunities Workshop across 12 CF communities

CFNA Board Goals

Goal	Planned Project / Initiative	Measures
CFNA is a leader in the use, management, and promotion of technologies, tools, and best practices	Continue to work with Alberta CFs to update the CF Website Platform to be more user-friendly	A new members ‘Hub’ area is launched in Fiscal 2018
	Increase CF participation in member programs and services	Complete a member’s services review project
		Promote Microsoft 365 project
CFNA has modern, well developed policies and procedures	Implement the Virtual/Paperless Office concept	October 2018
	Complete policy and procedure project	September, 2018
	Complete committee TORs for CFNA	September, 2018
	Complete and promote members Hub	Promote Hub in Newsletters (2X)

CFNA has effective communications to ensure our programs and services are relevant to stakeholders	Secure CF feedback on Communications Plan	Address at quarterly phone calls and via the members Hub
	Formally engage CF offices with structured communications plan	.5 X in-person site visits 4 X quarterly phone calls etc.
	Implement new CFNA performance survey	May, 2018
CFNA has strong working relationships with Strategic Partners	Develop formal projects with all target Strategic Partners	1 X Project Plan 1 X in-person meetings 4X quarterly phone calls
	Meet with WD Team	12 X phone 4 X in-person meetings
CFNA has an effective education strategy for boards and staff	Promote the use of new PD Tool	Newsletters (2x)
	Implement training for on-line Loans Portal	6 X training sessions
	Implement Board Training support project	6 X supported training sessions
	Develop a Strategic Planning workshop	September 2018

7.0 Financial

7.1 Fiscal 2019 Budget

CFNA Operations Budget - Fiscal 2019					
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	\$ 37,500	\$ 37,500	\$ 190,500
Other Provincial Funds	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
CFNA portion of CARES	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
Pan West Support	\$ 8,000	\$ 10,500	\$ -	\$ -	\$ 18,500
Symposium, Projects & Training	\$ 2,250	\$ 59,250	\$ 13,250	\$ 2,250	\$ 77,000
Interest Transfer - Projects	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
Interest Transfer - Admin	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
Other Revenue	\$ 6,733	\$ 7,233	\$ 8,161	\$ 11,375	\$ 33,503
Total Revenue	\$ 186,297	\$ 211,297	\$ 190,474	\$ 112,688	\$ 700,756
Expenses					
Wages & Benefits	\$ 45,397	\$ 43,477	\$ 43,625	\$ 45,785	\$ 178,285
Administration	\$ 21,063	\$ 20,728	\$ 40,438	\$ 25,126	\$ 107,356
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	\$ 37,500	\$ 37,500	\$ 190,500
CARES Project	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 30,000
Symposium, Projects & Training	\$ 10,000	\$ 45,500	\$ 61,000	\$ 4,115	\$ 120,615
Total Expenses	\$ 160,211	\$ 193,455	\$ 208,563	\$ 138,527	\$ 700,756
Reconciliation					
Surplus / Deficit	\$ 26,086	\$ 17,841	\$ (18,089)	\$ (25,838)	\$ (0)

Comments – Budget

Budget Item	Description	Amount
Other Federal Funds - Revenue	Entrepreneurs with Disabilities (EDP) and Elevate	\$190,500
Other Provincial Funds - Revenue	CARES marketing campaign – This is the grant portion for Fiscal 2018	\$15,000
CFNA Portion of the CARES campaign	This includes \$15,000 from CFNA Operations to support CARES / Bizstream	\$15,000
Symposium, Projects, & Training - Revenue	Symposium, sponsorships, TEA training, and misc. income	\$77,000
CFLIP - Interest Transfer Projects - Revenue	Board Training support project and development of an Opportunities workshop.	\$35,000
CFLIP – Interest Transfer Admin - Revenue	This is to support management of CFLIP	\$70,000

Wages & Benefits – Expenses	Core staffing model includes one full time ED position, a ½ time Marketing/Communications person, plus Admin support. Contract allocations for EDP, Elevate, and Bizstream continue in Fiscal 2018.	\$178,285
Travel – Expenses	Board as well as CFNA office travel	\$39,000
CARES – Expenses	The final portion of this contract is to support Bizstream	\$30,000
Symposium, Projects, & Training – Expenses	This includes Symposium, CFNA Strategic Planning, TEA training, support for Bizstream, plus Special Projects (member services review, strategic planning template)	\$120,615

- Challenges related to the current state of the Investment Fund - NA

7.2 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	Continue to work with Pan West in coordinating the development and implementation of new training options, training delivery, and recording training data. Final development of PD tool.
2	Work with BDC, ATB, and Servus in the development and delivery of an ‘Opportunities’ workshop focusing on targeted clusters and business opportunities arising from new technology and business models.
3	Implement and promote CFNAs experiences becoming a more virtual and paperless office to help Community Futures Organizations evaluate ways to reduce overhead costs.
4	Develop a concrete project with all target Strategic partners including the WCBSN.
5	Address efficiency targets within the context of Best Practices and as a component of the upcoming strategic planning template.

ⁱ CFNA Goals are reviewed annually by the CFNA Board of Directors

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.