

area of focus: Innovation-support business growth and initiatives that can bring new technologies to Canadian and global markets, including clean technology

strategy one:
Foster activities & initiatives to help build resilient entrepreneurial communities

action one:
Improve the business support system to early stage businesses and youth entrepreneurs

potential tactics:
Work with post-secondary business schools to partnership opportunities
Partner with organizations that work with entrepreneurs in a Junior High and High school setting
Participate in the Rotary Youth Entrepreneurship Camp
Partner with Junior Achievement Bow West Region

indicators:
Two new partnership opportunities created
One training session delivered in a high school
Send one staff and one volunteer to RAYEC
Send a minimum of four youth to camp
Three Rural Leadership council meetings attended

timeline:
Long-range
Short-range
Short-range
Short-range
Short-range

action two:
Cultivate relationships with technology funders including support of business & initiatives related to clean technology activities

potential tactics:
Partner with IRAP, Alberta Innovates, VMSA, Innovate Calgary, and Alberta Deal Generator to partner in events aimed at technology companies.
Understand CF’s role in the GOC, Regional Innovation & Development Strategy. Understand GOC transition to a lower-carbon economy, open access to new markets, reduction of greenhouse gas emissions, and the creation of well-paying jobs.

indicators:
of partnerships created in the tech sector
\$100,000 leveraged from technology grants and financing
One strategic alliance with an upstream technology incubator formed

timeline:
Mid -range
Mid-range
Short-range

action three:

Assist entrepreneurs via lending & advisory, including those businesses aimed at high growth and businesses identified in priority sectors.

potential tactics:

Work with lending partners, including BDC and AFSC to explore opportunities for shared lending to increase capacity & resources for clients
Access bankability of existing loans
Investigate lending opportunities for youth entrepreneurs with post-secondary institutions who already have established youth entrepreneurship programs
Identify emerging clusters

indicators:

Six loans to new business; six loans to existing business; one EDP loan: new business; one EDP loan; existing business; totaling \$600,000
Four partnership opportunities created; \$800,000 leveraged from partnership opportunities; two loans identified as bankable
Relationships with Bissette School of Business, Haskayne School of Business, Bow Valley College and Olds College established.

timeline:

Short-range

Short-range

Short-range

Mid-range

action four:

Support SME's in select clusters targeted at clean technology, value added agriculture, advanced manufacturing, digital technology, clean resources and biological sciences & resources of the future.

Potential tactics:

Support SMEs via financing in a targeted cluster to expand their operations
Partner with Alberta Agriculture to support business to business in the Agriculture sector
Participate in tech, manufacturing related educational opportunities, partnerships and training

Indicators:

Two loans dispersed in targeted sector

One business to business workshop offered
Two partnership opportunities created
of partnerships and training opportunities accessed

Timeline:

Short-range

Short-range

Mid-long range

area of focus: Skill Development and Entrepreneurial Training- support business growth, targeted at strong economic growth and rural diversification

strategy one:
Improve the business support system to early stage businesses

action one:

Increase capacity of entrepreneurs through training, education and networking opportunities

potential tactics:

Continued participation in SMARTstart Airdrie
Replicate & expand the SMARTstart program in two pilot communities in Alberta
Community partnership with one major program sponsor

indicators:

Number of SMARTstart participants completing the training program
Creation of a set of collateral materials complete with marketing strategy
Monitor all program stats, including those for youth, women and indigenous
Partnership agreement with one main program sponsor

timeline:

Short-Mid-range

Potential tactics:

Annual Women in Business Conference in Crossfield

indicators:

of women entrepreneurs trained
of women attending increases from year to year

timeline:

Short-range

action two:
Develop pathways to entrepreneurship for future leaders and youth

potential tactics:
Develop role models by celebrating and showcasing successful young entrepreneurs (Ambassador Program)
Identify and promote success stories

indicators:
CFCWest Ambassadors participate & showcase their business during 2 panel events
Three success stories promoted in Alberta, Pan West

timeline:
Short-range
Short-range

action three:
Increase capacity for entrepreneurs with disabilities

potential tactics:
Actively promote the EDP Program
Use EDP program to feed into EDP lending
Partner with EDP program to elevate understanding & challenges of Entrepreneurs with Disabilities

indicators:
One EDP loan dispersed

4 consultant opportunities to engage and train EDP clients

timeline:
Short-Mid-Long-range

Short-Mid-range

area of focus: Trade and Investment-assist businesses to enter into global markets

strategy one:
Build strong adaptable diverse business communities

action one:
action two:
Provide access and capital to growth-oriented businesses

potential tactics:
Identify high net worth investors and develop a core group to invest in growth companies
Identify technology companies which have market ready products/services that require capital
Cultivate strategic alliances with early stage technology companies
Co lend with other CF's & other WCBN partners & funding bodies in Alberta to increase impact of value for dollar amounts lent

indicators:
Four wealth generating businesses identified
6 loans disbursed to growth companies

timeline:
Short-range

action three:
Global Market Exploration

potential tactics:
Ensure trade ready companies are informed and up to date with Industry Canada requirements

indicators:
One strategic alliance made with an upstream technology incubator-fed market ready companies into CFCWest loan program
Three to five strategic alliances formed
One regional event held
Partnership loans increase over the next

timeline:
Short-range
Short-range
Short-range
Short-range

Indicators:
One education and/or training session delivered in the region
One trade and export seminar offered in the region

timeline:
Short-range
Mid-range

area of focus: Build Organizational Sustainability

strategy one:

Establish new funding streams for revenue generation

action one:

Build on one successful entrepreneurial training program

potential tactics:

Expansion of SMARTstart program to other rural communities in Alberta & Potentially other provinces

indicators:

Programs delivered to two rural communities in Alberta

timeline:

Short to Mid-range

action two:

Respond to Provincial and Federal RFP's as they become available

potential tactics:

Pan West Entrepreneur's with Disabilities Program
Keep abreast of new grant and funding opportunities
Self Employment contracts?

indicators:

Five new EDP clients receive benefits

timeline:

Short range
Mid-range

action three:

Lobby Political Entities

potential tactics:

Ensure political representatives are kept abreast of the impact of CFCWest programs & services.
Invite political entities to events
Forward success stories to WD

indicators:

Increased awareness and increased participation at CFCWest events
Six presentations to local councils/chamber of commerce and/or M.D's

timeline:

Short-range
Mid-range
Short-Mid range

action four:

Ensure appropriate succession planning for staff and board is completed

potential tactics:

Demographic profile, and terms of reference, skill levels and areas of expertise identified.
Ensure staff and board are given learning opportunities and knowledge is transferred to new staff and board

indicators:

Current staffing maintained
Successful succession of board members

timeline:

Short-range
Mid-range
Long-range

action five:
Promote and market the programs & services of CFCWest

potential tactics:
Implement new marketing and social media strategy to increase number of appropriate clients in the CFCWest funnel
Creation of new landing pages off the CFCWest website to focus on attracting avatars identified in marketing strategy, promote events and provide meaningful resources to clients.
Run two panel events to attract our avatars to access CFCWest services, including advisory and lending
Work with Spartan Sparks to obtain marketing grants that will help expand the marketing budget

indicators:
Increased client intake
Increase traffic on landing pages
increase in lending, business clients, and continued partnership opportunities for relevant projects

timeline:
Short-range

Mid-range

Long-range

Strategy two: Develop a strategy for creating economic value by building and nurturing an innovative organizational culture. Establish new funding streams for revenue generation

Action one: Leadership
Identify leaders and champions of the organization to assess innovation potential.

Potential tactics:
Use the Rainforest scorecard to create a base line dialogue and a shared cultural narrative of innovation.
Ensure leaders have a clear understanding of the motivations, experiences and perspectives of our organization’s potential in order to better understand the decision-makers and influencers.
Devise a process to address organization and leadership issues associated with deploying measurable strategies in a data-centric manner.
Measure improvements that can be tracked, reported and understood by leadership.

Action two: Frameworks, Infrastructure, and Policies
Determine the structural landscape for organizational innovation.

Potential tactics:
Develop the framework, identify the infrastructure and policies that have a role in the process of innovation.

Potential tactics:
Develop the process to identify who the stakeholders are and identify policies that determine their action and interaction.

Action three: Resources

Determine the quantity, quality and origins of the array of resources available to our organization.

Potential tactics:

Develop a process to identify knowledge resources for idea generation.

Develop the process to identify physical resources essential for implementation of innovation potential.

Action four: Activities and Engagement

Lay the foundation to build a thriving innovative ecosystem.

Potential Tactics:

Develop activities and engagements to demonstrate CFCWest is committed to innovation.

Invite broad and diverse participation in planned activities to ensure a thriving innovative ecosystem.

Action five: Role Models

Identify role models for innovative ecosystems that CFCWest wishes to emulate.

Potential tactics:

Identify and list of powerful influencers for accelerated learning of new social behaviours to transform through inspiration.

Action six: Culture

Assess our capacity for culture of innovation, independent of building innovative initiatives.

Potential tactics:

Measure and do an honest examination of our organizational culture, leadership approach, innovation, resources/assets, networks, and policies-the sum of which in operation constitute our organization's culture.

Indicators:

Identification of opportunities to improve our culture's propensity toward innovation