

area of focus: Innovation-support businesses and initiatives that can bring new technologies to Canadian and global markets

strategy one:  
Foster activities that build 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 create internship or co-op opportunities  
Partner with organizations that work with entrepreneurs in a high school setting  
Participate in Southern Alberta Youth Entrepreneurship Camp  
Partner with Junior Achievement Bow West Region

**indicators:**  
One intern or co-op student placed in our region  
Two new partnership opportunities created  
Send a minimum of four youth to camp  
Send two staff and/or one volunteer  
Six Rural Leadership council meetings attended  
One Program Delivered in the region

**timeline:**  
Long-range  
Mid-range  
  
Mid-range  
  
Short-range  
  
Short-range  
Short-range

**action two:**  
Cultivate relationships with technology funders

**potential tactics:**  
Partner with IRAP, Alberta Technology Futures, Innovate Calgary, and Alberta Deal Generator to partner in events aimed at technology companies

**indicators:**  
Hold one event in the region

**timeline:**  
Short-range

**action three:**  
Assist entrepreneurs to access financing for SME start up and/or expansion

**potential tactics:**  
Work with lending partners to explore opportunities for shared lending.  
Review lending portfolio annually to access bankability of existing loans.

**indicators:**  
Eight loans to new business; eight loans to existing business; one EDP loan: new business; one EDP loan; existing business; totaling \$950,000  
Four partnership opportunities created; \$900,000 leveraged from partnership opportunities; two loans identified as bankable

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

**action four:**  
Promote the Student Summer Loan Program

**potential tactics:**  
Investigate lending opportunities to youth entrepreneurs with post-secondary institution who already have established youth entrepreneurship program streams.

**indicators:**  
Relationships with Bissett School of Business, Haskayne School of Business, and Olds College established. Working relationships with 4-H explored.

**timeline:**  
Short-range  
  
Mid-range

**action five:**  
Work with Airdrie Economic Development (AED) to grow the Manufacturing Sector in Airdrie

**potential tactics:**  
Partner with AED on the next phase of its supply chain initiative designed to ultimately support growth of the manufacturing sector through training, thought leadership, fostering connections and the sharing of best practices.

**indicators:**  
Form the building blocks to support the growth of the sector  
  
Manufacturing sector growing in Airdrie

**timeline:**  
Mid-range  
  
Long-range

# area of focus: Skill Development and Training-support the promotion of skills and training opportunities

## strategy one:

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

### action one:

Investigate new opportunities to promote new training and/or skill development

### potential tactics:

Partner with Junior Achievement (JA), Rocky View School Division, –Building Futures (program aimed at trades, skill development while in a traditional educational setting)

### indicators:

New businesses (trades) in Region become involved in Building Futures  
Two new trades come on board in the program, program grows with entrepreneurial focus

### timeline:

Mid-range

Mid-range

### action two:

Increase capacity of entrepreneurs through training, education and networking opportunities

### potential tactics:

Promote the GoForth Institute online training program to new entrepreneurs  
Replicate the SMARTstart program in other communities and/or CF regions

### indicators:

Four advisory and/or loan clients complete GoForth training  
Creation of a set of collateral materials complete with marketing strategy;  
Launch a new SMARTstart program in Canmore, Alberta

### timeline:

Short-range

Mid-range

### action three:

Develop pathways to entrepreneurship for future leaders and youth

### potential tactics:

Develop youth entrepreneurship mentoring program  
Develop role models by celebrating and showcasing successful young entrepreneurs

### indicators:

Program developed  
One successful entrepreneur showcased regional, provincial and Canada wide

### timeline:

Long-range

Short-range

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

strategy one:  
Build strong adaptable business communities

action one:  
Provide Wealth Generating Opportunities

potential tactics:  
Target loan services at businesses showing potential growth

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

timeline:  
Short-range

action two:  
Provide access and capital to growth oriented businesses in the region

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  
Use the lease coach tour model to host one exporting event in the region  
Co lend with other CF's & other funding bodies in Alberta to increase impact of value for dollar amounts lent

indicators:  
Ten high net worth investors identified  
One strategic alliance made with an upstream technology incubator-fed market ready companies into CFCWest loan program  
Two loans disbursed to innovation companies  
Three to five strategic alliances formed  
One regional event held  
Partnership loans increase over the next three years

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

**action three:**  
Global Market Exploration

**potential tactics:**  
Ensure trade ready companies are informed and up to date with Industry Canada requirements  
Offer appropriate training opportunities to trade and export business

**Indicators:**  
One education and/or training session delivered in the region

**timeline:**  
Short-range

## area of focus: Build Organizational Sustainability

strategy one: Decrease dependence on WD core funding and establish new funding streams for revenue generation

**action one:**  
Hold one large scale, revenue generating event within the next two years

**potential tactics:**  
Meet with conference organizers to determine feasibility of running a Next Steps Conference somewhere within the CFCWest region

**indicators:**  
Implementation plan developed  
Conference budget developed

**timeline:**  
Mid-range

**action two:**  
Respond to Provincial and Federal RFP's as they become available

**potential tactics:**  
Meet with the Pan West Entrepreneur's with Disabilities Program (EDP) representative in response to the Canadian EDP Opportunities Program RFP

**indicators:**  
Implementation plan developed  
RFP completed

**timeline:**  
Mid-Range

