



Mountain View C O U N T Y

Mountain View County Economic Development and Tourism Advisory Committee

A Strategic Perspective - Year One

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**MOUNTAIN VIEW COUNTY ECONOMIC DEVELOPMENT and TOURISM ADVISORY
COMMITTEE**

STRATEGIC MANAGEMENT SYSTEM – YEAR ONE

PREAMBLE:

Strategic management is a discovery process. The ultimate goal of the process from the perspective of the Committee is to make three critical discoveries.

These are:

To discover where the County is at the present.

To discover where it wishes to be at an identified point in the future.

To discover the actions that must be undertaken to travel to that identified point in the future.

The process comprises two separate and distinct components. The first component involves the development of the **strategic plan**. The second component involves the crafting of the **tactical objectives, implementation regime and evaluation system**.

The integration of these two components results in the **strategic management system**.

DEVELOPMENT OF THE STRATEGIC PLAN

1. PLANNING TO PLAN.

The first step in the process is to identify those individuals who are committed to engaging in the planning process during their term of office. It is important that there be continuity over the life of the organization even though personnel changes are inevitable.

The planning group for this initiative has been identified as the full complement of the advisory committee. Members of the advisory committee serve in a voluntary capacity and reside in the county.

The names of the planners are given below:

Division1	Division 2	Division 3	Division 4
Kim Bowen	Keren Farquharson	Everett Page	Benjamin Misener
	Ruby Elliott		Mel Crothers
Division 5	Division 6	Division 7	Councillors
Greg Campkin	Gerry Schalin	David Doyle	Bruce Beattie Duncan Milne Patricia McKean
	Rita Thompson	Linda Svaling	Leslie Abrams (Cremona)

Doug Erdman, Economic Development Officer, has been designated as the planning facilitator.

2. VISIONING.

The visioning process looks 15 – 20 years into the future and represents the “dreams” of the planning committee regarding the accomplishments of the County

In this stage the planning committee addressed the five functional areas of community development i.e.

- economic development
- social development
- cultural development
- political development
- environmental/sustainable development

2.1. THE ECONOMIC DEVELOPMENT VISION.

Primary Industry is defined as first stage production of a good derived from the exploitation of a natural resource. Although it is not strictly defined as primary industry, for purposes of this analysis, tourism potential springing from intrinsic characteristics of Mountain View County are included in this category.

Secondary Industry refers to the processing of primary products as well as the formation of tourism infrastructure. Secondary Industry also describes businesses that provide maintenance and development products as well as services to primary, secondary and tertiary industry.

Tertiary Industry describes the retail sector that provides goods and services to the final consumer

The planners project the following economic development scenario:

- The value added component of primary agricultural products will be a major wealth producer in the county economy.
- Sustainable, innovative and wealth generating entrepreneurship will be an important economic development driver.
- The county will be an attractive business start-up destination for young people.
- The small business sectors of primary, secondary and tertiary industry will be profitable and developed to potential.
- The county will be recognized as a wealth generating tourism destination.
- A coordinated, cohesive and cooperative economic development system comprising municipalities and the business community will be in evidence.
- A full service economic development organization dedicated to guiding the economic development of the county will be in operation.
- Bioenergy enterprises will be operational within the projected time period.

2.2. THE SOCIAL DEVELOPMENT VISION.

Social Development refers to the provision of two types of social capital.

Examples of hard social capital include roads, schools, streets, community halls, hospitals, recreation centres and the like.

By contrast, soft social capital refers to the supports needed for the development of human capital in the form of citizens that are law abiding, enterprising and follow democratic societal norms.

The vision of the planning group in this area is:

- Hard and soft social development will be at a level such that the county will experience increased retention and growth through in - migration of young people intending on building careers, lives and business enterprises in the region.
- A more cohesive social system with tighter social, cultural and political bonds than presently exist will have developed.

- Transportation infrastructure systems will be developed to the extent that they support the economic development vision.
- State of the art communications and information technology will connect all residents of the region to the global community.

2.3. THE CULTURAL DEVELOPMENT VISION.

Culture and related cultural development relates to the characteristic way that a social system views issues and makes decisions. Underlying this construct are culturally specific values.

The planning group's vision in this area is:

The core cultural mores of Mountain View County will be maintained and enhanced. However, overlaid on this will be a business culture engendered by county wide entrepreneurial efforts of the business sector.

2.4. THE POLITICAL DEVELOPMENT VISION.

In the area of political development, the committee envisions a future where the Advisory Committee goals and strategies are viewed as significantly credible by County Council and are widely supported by electors.

2.5 THE ENVIRONMENTAL/SUSTAINABILITY VISION.

The vision of the planners in this area is that protection of the environment and the principles of sustainability will be evident in all areas of county development.

2.6. THE CONSOLIDATED VISION STATEMENT.

The planners integrated the individual community development components into a consolidated vision relating to the mandate of the Economic Development and Tourism Advisory Committee. This is as follows:

VISION STATEMENT

Mountain View County will be known for a high level of Economic Development using existing and future resources that are strengths of the region which is used by citizens to develop a well balanced entrepreneurial business culture and a strong quality of life for our communities.

The vision is based on the following beliefs and values:

VALUES STATEMENT

- Rural economic development from a regional perspective must be built on the strengths of the county, recognizing diversity.
- Support for primary industry will provide opportunities in Secondary and Tertiary industry.
- Entrepreneurship is a key factor in the achievement of human potential.
- Long term sustainability is a necessary component of social, cultural, economic and political achievement.

3. THE S.W.O.T. ANALYSIS.

S.W.O.T. is an acronym for **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats. **S**trengths and **W**eaknesses are internal to the organization, while **O**pportunities and **T**hreats impinge on the organization from the external environment.

Based on the S.W.O.T. analysis, the planners conducted a further review of the vision. No barriers were found that would prevent the vision from being achieved.

4. THE MISSION STATEMENT.

Based on the vision, which in turn was tempered by the S.W.O.T., the planners developed the mission statement. The mission statement is a declaration of organizational position and serves to define the organization's role in relation to other stakeholders operating in the environment of community development.

The mission statement answers three questions:

- What will the organization do?
- How will it do it?
- For whom does it do it?

The planners developed the mission statement in two phases. The first phase saw the development of a detailed answer to the three questions. The second phase consolidated the findings outlined in phase one.

What will the organization do?

- **Lead** the process of identification, support and coordination of the exploitation of wealth generating opportunities in primary secondary and tertiary industry in the County.

- **Support** the formation of hard social and human capital in the county as it relates to wealth generation.
- **Enhance** the business culture of the County.
- **Support** political processes that result in community development from regional perspective within the County.

How will it do it?

- **Conduct** research into the identification and potential of wealth generating opportunities.
- **Determine** needs in the social, cultural, political and environmental fabric of the county that must be met as prerequisites of wealth generation.
- **Market** the wealth generating opportunities of the County.
- **Support** the provision of organizational development and business planning services to individuals and organizations intending to identify and develop wealth generating opportunities.
- **Facilitate** the extension of business education.
- **Facilitate** the development of mutually beneficial relationships between the business sector and all levels of government.
- **Develop** synergistic operating partnerships relating to goal accomplishment.
- **Ensure** that strategic economic development plans recommended to County Council are theoretically viable, attainable with resources available to the County and affordable by the County.

For whom does it do it?

- Existing and future members of the communities comprising Mountain View County.

Phase two of the process resulted in the refining of the foregoing statements to a more generalized declaration.

The following mission statement was adopted by the Advisory Committee:

The mission of the Mountain View County Economic Development and Tourism Advisory Committee is to facilitate the achievement of wealth generating goals for county residents by recommending long term economic development strategy to County Council and implementing approved goal related activities.

5. ORGANIZATIONAL DEVELOPMENT.

This section provides a description of the organization formed to undertake operations in fulfillment of the mission statement.

5.1. Legal Status.

The Mountain View Economic Development and Tourism Advisory Committee is a formal committee of the municipal government. The form of the Committee and operating parameters are prescribed by a specific bylaw.

5.2. General Mandate.

The mandate of the Economic Development and Tourism Advisory Committee is to make recommendations to the Mountain View County Council as to the strategic direction of economic development. Included in the mandate is the responsibility to propose and undertake projects that will further the economic development goals of County Council. In keeping with its status as an advisory committee, all operational activities must be ratified by County Council.

5.3. Composition of the Committee.

The Committee members at large serve in a volunteer capacity. One or two residents of the County from each of the electoral districts are appointed by County Council. Two Councillors are appointed by Council to represent Mountain view County. A Councillor from the Village of Cremona is an ex-officio member of the Committee.

5.4. Officers.

The executive comprises a Chairperson and a Vice-Chairperson.

5.5. Sub-Committees.

The Committee may strike sub-committees as required.

5.6. Employees.

The County Economic Development and Tourism Officer is seconded to the Committee for administrative and operational purposes. The Economic Development and Tourism Officer undertakes a dual role with reporting responsibilities to County administration as well as the Committee.

5.7. Meetings.

The Committee convenes formal meetings on a monthly basis with special meetings called as required.

5.8. Office.

The Committee is domiciled at the main County office.

6. FUNCTIONAL SUB-GOALS, STRATEGIC OBJECTIVES AND TACTICAL OBJECTIVES

Goals are based on the mission statement, but are defined more explicitly in terms of what is to be achieved by the organization. Goals should reflect specific accomplishments projected to be attained by the end of the planning horizon.

The planning horizon of the Committee was chosen as six years.

Based on the complexity of the Advisory Committee's mandate, the planners determined that an overall goal for the organization would be so general that it would be difficult to gauge progress toward goal attainment.

Therefore, sub-goals were developed for the areas of community development comprising economic development, social development, cultural development, political development and environmental development/sustainability.

Sub-goals also indicate what is to be achieved by the end of the planning horizon. Sub-goals are somewhat philosophical in nature and feature a qualitative as well as a quantitative aspect to their measurement.

Strategic objectives are derived from goals. They should be couched in quantitative measurement terms. Generally, no specific conditions pertaining to methods of achievement or resource budgets are stipulated. The time frame for achievement of strategic objectives should be no less than one half of the planning horizon.

Tactical objectives outline the series of achievements necessary to be attained on a yearly basis in order to satisfy the terms of strategic objectives.

Generally, a work plan will be appended to each tactical objective relating to:

- Amount of time allocated.
- Amount of human, material and financial resources budgeted.
- Specific individual responsible for developing the work plan and achievement of objective.
- Reporting system related to the work plan.

However, because of the complexity of initiating an economic development construct that is highly innovative in nature, the initial set of work plans will be developed by the Economic Development Officer for ratification by the Committee.

These work plans will appear in a subsidiary document. The resulting goal matrix appears as follows:

**Mountain view County Economic Development/Tourism Advisory Committee
Goal/Objective Matrix - Planning Horizon - 6 years**

DEVELOPMENT CATEGORY	GOAL	STRATEGIC OBJECTIVE	TACTICAL OBJECTIVE
ECONOMIC DEVELOPMENT			
Agriculture - Primary	<p>Become a significant supplier of bioenergy feedstocks.</p> <p>Diversify a portion of primary production into niche markets.</p>	<p>Identify feedstocks relating to biodiesel, ethanol and associated lubricants.</p> <p>Identify the potential of enterprises relating to ag. strengths, i.e. honey farms, tree farms, berry farms and insects relating to organic production as well as nutraceuticals.</p>	<p>Perform research into the suitability and amount of feedstocks available.</p> <p>Perform research into the agronomic and economic feasibility of identified crops, insects and animals.</p>
Agriculture - Secondary	<p>Divert a portion of primary production into the value-added processing stream.</p>	<p>Identify the production feasibility of manure-commercial fertilizer, special crop cleaning, berry, honey, grain beverages and processed meat products</p>	<p>Perform research into the agronomic and economic feasibility of two of the identified production opportunities.</p>
Agriculture - Tertiary	<p>The county will have established a regional market featuring farm to plate items.</p>	<p>Establish the pilot market in the county.</p>	<p>Complete the feasibility study for the market and hold information meetings relating to the opportunity.</p>

DEVELOPMENT CATEGORY	GOAL	STRATEGIC OBJECTIVE	TACTICAL OBJECTIVE
Energy - Primary	The county will have developed the core of a biorefinery industry cluster.	A minimum of two biorefinery enterprises will be operational.	Develop a biorefinery feasibility study.
Energy-Secondary	The Olds- Didsbury Airport will be developed to the level that it efficiently services the regional energy industry.	To have the phase one subdivision completed. The lots will be substantially sold and a business plan operated by a management structure will be in place.	Marketing of commercial property will be ongoing. The strategic management system and management structure relating to the airport vision and goals will be under development.
Energy - Tertiary	Retail biofuels centres will be established adjacent to highway two in the county.(biofuel alley)	To have one biofuel outlet in operation.	Develop a prefeasibility study related to the retailing of biofuels and lubricants.
TOURISM DEVELOPMENT			
Tourism - Primary	To foster and encourage an integrated tourism cluster that would offer four season venues and amenities.	To induce individuals to consider the county as an alternative to travelling to southern latitudes in the fall and winter months.	Complete a prefeasibility study.
Tourism - Secondary	To encourage the development of a regional tourism association that supports all aspects of secondary enterprise within the region. This would include agritourism, ecotourism, historical tourism and the like as well as more traditional components of the industry.	To reanimate a P2P type Tourism Association.	Develop a synergistic relationship with regional tourism operators.

DEVELOPMENT CATEGORY	GOAL	STRATEGIC OBJECTIVE	TACTICAL OBJECTIVE
Social Development	To have developed synergistic relationships with individuals and organizations that promote community economic development.	To develop and maintain a data base of those organizations that are effectively addressing regional economic development and are potential partners of the county regarding joint economic development projects.	Attend meetings of like minded organizations as a guest presenter on behalf of the county in order to gauge the likelihood of partnership projects.
Cultural Development	<p>To lead advocacy efforts resulting in a business incubation facility that would extend the tenets of business culture through business development assistance.</p> <p>The target markets would be youthful and new Canadian entrepreneurs.</p> <p>Coordinate the development of partnerships that will result in one business related conference per year held in the county.</p>	<p>Develop a regional partnership and support the operations leading to the establishment of the initial stage of the incubator.</p> <p>The first conference to be held within 24 months.</p>	<p>Perform a feasibility analysis and the first draft of the business plan.</p> <p>Develop project plan and implement initial phases of project</p>
Political Development	To provide support regarding the development of economic development policy to County Government in reference to relationships it develops with electors and other governments.	To be developed as required	To be developed as required

DEVELOPMENT CATEGORY	GOAL	STRATEGIC OBJECTIVE	TACTICAL OBJECTIVE
Environmental Development/Sustainability	To assist County Government in the achievement of sustainable economic development goals that can be defined in terms of bylaws.	To be developed as required.	To be developed as required.

7. EVALUATION / SUCCESSION PLANNING

At the end of year one of plan operation, the committee will conduct a review.

The review will evaluate the planning process itself, as well as the goals and objectives achieved as a result of operating in accordance with the plan.

Subsequent to the review, further planning sessions will be held. The planning sessions will encompass three phases.

Phase one **may, if the Committee deems it appropriate,** entail a SWOT analysis with County electors in order to ensure community validation of the vision, mission statement and goals.

Phase two will be a review of the vision, mission and goals by the planning committee as to their applicability in reference to the rolling six year planning horizon. Modifications will be made if required.

Phase three will be the development of the year two tactical objectives by the planning committee.

This evaluation/planning paradigm will be repeated on a yearly basis over the life of the operation of the strategic management system.

8. APPENDIX

Visioning Document and S.W.O.T.

Strategic Management Development Process

**Mountain View County Economic Development and Tourism Advisory Committee
Strategic Management System Notes, Vision and S.W.O.T. – Spring, 2011**

1. The Vision (15 – 20 years in the future)

Definitions: Economic Development – ED
 Social Development – SD
 Cultural Development – CD
 Environmental Development – END
 Political Development – PD

<u>Development Category</u>	<u>Articulation of Vision</u>	<u>Comments</u>
ED, END	- More R. V. Parks and Tourism	Development of a tourism cluster would attract secondary and tertiary enterprises as recreation facilities, cross country ski trails, winter events, riding stables etc. and core consumer services.
ED, CD, END	- Exploitation of niche industries relating to primary agriculture as special crop seed cleaning, fertilizer plants, horticulture, differentiated animal husbandry.	Cleaning coriander and other spices, commercial manure related to organic material, specialized flowers and berries, custom raised and slaughtered animals.
ED, END	- Extensive small business operations Relating to agriculture, forestry and wood lot management.	Tree farms, honey farms, insect farms supplying organic enterprises with weed and pest control.
SD	- Olds College as a partner in economic development	Could provide extensive business education and production research.

- SD, END - Extensive use of information technology. All manner of control and feed back devices related to wealth generating enterprise.
- ED, END - Replacements for petroleum as a source. Distributed biorefineries producing biofuels of energy and chemicals. chemicals and animal feed. Photo cell farms to produce electricity.
- ED - Olds will become a city. Partnership opportunities pertaining to wealth generation will become evident.
- ED, - N.E. quadrant of the county will experience growth to be based on the strengths of the area. economic growth.
- ED - Growth in wealth generation and jobs. Other components of community development as necessary.
- ED, SD, END - A Gasoline Alley will exist. Growth of a refueling cluster may result from the availability of biofuels in the County.
- ED, END - A bioenergy cluster will be evident. The cluster will be initiated due to the large amount of available feedstocks, a regional energy culture and good transportation network.
- ED, CD - Niche marketing opportunities relating to new Canadians. Most likely culturally appropriate food products.
- ED, CD - Regional public market. Market to feature county grown, processed and manufactured products. Could be tied in with tourism.
- ED, CD - U grow / U pick primary agriculture. Could be cross marketed with ag tourism and accommodation.

ED, END	- Intense exploitation of the biofuel. All sectors of the market could be exploited including Market, biodiesel, ethanol, biogasoline, industrial fuels, aviation fuels and lubricants.	
ED	- Higher level of secondary industry. This takes place as a result of advances in the growth of primary and tertiary industry.	
ED, SD, END	- High level of tourism/recreation development This is related to the natural venues of MVC. Secondary and tertiary development will follow.	
ED, CD, SD	- Business incubation facility The facility will provide start-up assistance to new entrepreneurs.	
ED, SD	- Thriving airports O/D Airport will be commercial. Sundre will be Recreational.	
ED	- Expansion of the advisory committee Many volunteers working in sub-committees on economic development projects.	
SD	- Safe communities in MVC This speaks to a prerequisite of economic development.	
ED, END	- Respect for land	Related to sustainability and land use.
ED, CD	- Internally generated wealth	Wealth generating opportunities based on the resources of MVC. (material, human, financial)
ED, SD, CD	- Engagement of economic development stakeholders, and partnerships	Regionality is necessary. Many social contracts will be evident.
ED	- O/D airport tied to a business park	Airport facilities could house a business incubator.
	- Physical office space will be available	Advances in IT will make virtual offices a reality.
	- Virtual offices will be in evidence	

ED, SD, CD

- Agricultural business and related tourism (micro breweries & meaderies are examples)
- Customers engaged by the business

Ag tours are becoming popular if bundled with secondary industry. Breweries with grain farm, meadery with honey farm, wool sales with sheep farm etc. Tourists engaged with aspects of production.

ED, END

- Waste to biofuel
- Secondary energy cogeneration

Lumber trimmings and straw could be feedstock for cellulosic ethanol production. Biodiesel refineries now use catalytic cracking. Drop in fuels will be available soon. Biolubricants are now available. New production processes use bacteria and enzymes.

- Petroleum to high value chemicals as it becomes too valuable to burn for fuel and heat

2. THE S.W.O.T.

SWOT Section

Internal Strength

Asset Available

Comments

- Location internal
- Soil Salubrious environment
- Natural beauty
- Transportation Assets
- Availability of real estate
- #2, 27, 22 paved roads

Main transportation links

- IT (Communication)

Fiber connections becoming available

- Education

Produces citizens that are entrepreneurial, have good work ethic, oriented toward respect for law, volunteerism, strategic thinking.

- Recreational activities
- Olds College
- High level of hard social development
- High level of soft social development
- Abundance of high quality water
- Temperate climate

S.W.O.T. Section

Internal Weakness

Apparent Weakness

Comments

- Climate and related volatility
- Limited growing season
- Road infrastructure
- Available land but high cost
- Aging hard social infrastructure
- Soft infrastructure
- Medical/mental health

Some roads/bridges need replacement.
Some services not available, education.
Some services need improvement.

- Aging population

Average age of primary producers
approaching 60 years.

- Lack of jobs
- Relatively small tax base
- In-migration
- Many social sub-systems

Apparent in all industrial sectors.
This is low and selective.
This can become a challenge to all
sectors of community development.

- Communication systems are
sub-standard in some areas
of the County
- High dependence on petroleum energy
- Lack of qualified workers
- Low retention of young people
- Volunteer burnout

In some sectors of the economy.
General throughout MVC.
Some organizations depend on
volunteers to staff sub-committees (P2P)

S.W.O.T. Section

External Opportunity

Potential Areas of Wealth Generation

- Bio Fuels
- Cellulose biofuels
- Location for custom Ag production
- Pool of oil field expertise
- Food exports in general
- Community capital corps.
- Cellulose (straw) based building materials
- Ecotourism – west side of County
- Shortage of water in other areas of Alberta
- Reasonably priced land compared to other areas
- Eco lifestyle in County
- Local Manufacturing
- Collaboration with institutes that provide knowledge capital (varied disciplines)

- Pool of Local retirees

- Push-back against mass produced processed foods

Comments

Could be exported to producing regions.

C.C.Os effective in rural areas.

MVC has water for export.

This service could be exported.
Convenient to ship out of County

Some possess high levels of expertise.
There is a possibility to leverage this relative to economic development.

This provides market opportunities for agribusiness enterprises.

S.W.O.T. Section

**Potential Areas of
Wealth Erosion**

Comments

External Threat

- | | |
|---|---|
| - Climate variations | Adverse and abrupt climate variations are becoming the norm. |
| - Currency variations | Could militate against exports. |
| - Global adverse perception regarding Alberta's environmental practices | May affect oil exports from the oil sands. This would affect secondary and tertiary business. |
| - Global Crises | |
| - Actions of the Federal Government | Usually due to monetary and fiscal policy. |

S.W.O.T. Summary:

Based on the above, there appears to be no substantial barrier to the ultimate achievement of the vision.

THE STRATEGIC MANAGEMENT DEVELOPMENT PROCESS

- Essentially, strategic management identifies:
- where the organization is at the present.
 - where it wishes to be at an identified point in the future.
 - the actions that have to be undertaken to get it there.

THE PROCESS

The process involves a number of steps based on planning theory. Depending on the organization, some of the steps will be of greater or lesser importance. The general format of the process is out-lined below.

1. Planning to Plan

This step involves identifying those individuals who are committed to engaging in the process during their term of office or employment. It is important that there be continuity even though personnel changes are inevitable.

2. Visioning

This stage results in a description of the planners and other stake-holders dream of the operation a significant number of years into the future. Conflicting stake-holder futures should be reconciled at this stage before proceeding to subsequent phases of the process.

3. S.W.O.T. Analysis

With respect to the vision, the internal “strengths and weaknesses” of the organization are examined as well as the external “opportunities and threats”.

4. Development of the Mission Statement

The mission statement is related to the vision, but is couched in more specific terms. Sometimes a values statement is included.

5. Selection of the Type and Ownership of the Organization

If organizational development has taken place, minimal time will be spent in this phase.

6. Development of Overall Goal

The overall goal is sometimes broken down into functional sub-goals if the organization is large or complex.

7. Development of Strategic Objectives

Strategic objectives should be developed for the five functional areas of the organization. They are more specific than goals so that progress can be measured in quantifiable manner.

8. Development of Yearly Tactical Objectives and Implementation Regimes

Specific 12 month objectives in each of the five functional areas of the organization should be developed. Progress against objectives should be such that it can be easily measured on a month to month basis. Implementation regimes must identify what is to be done, by whom and with what resources.

9. Evaluation

At the end of the planning year, results of the plan should be reviewed and modifications made to the next year if necessary. At the same time, a further planning year should be added to the planning horizon. For example, if the organization decides upon a 10 year plan, then at the end of the current year, a new year 10 should be developed so that the organization is always looking 10 years into the future.