

APPENDIX A: SWOT ANALYSIS

SWOT analysis - SWOT stands for strengths, weaknesses, opportunities and threats. A SWOT analysis identifies strengths and weaknesses within an organization, in this case, the Township, and outside opportunities and threats. The most important parts of a SWOT analysis specify the actions that correspond to the elements that are identified. By using the results of the analysis to improve the situation of the Township, one can reduce the likelihood of developments that negatively affect the business while improving performance. The two most critical outcomes of a SWOT are as follows:

Improving Performance, Identifying Opportunities

The SWOT analysis provides the Township with actions that should be considered to improve the performance and new opportunities that could be explored. The analysis in this report pairs the internal strengths with the external opportunities. Taking advantage of an opportunity from a position of strength helps ensure the success of the corresponding venture.

Strengths: characteristics of the organization, or project team that give it an advantage over others

Weaknesses (or Limitations): are characteristics that place the team at a disadvantage relative to others

Opportunities: external chances to improve performance

Threats: external elements in the environment that could cause trouble for the municipality or project

Council and staff were in general agreement with strengths with a few exceptions: financial sustainability, planning and council/staff relations

Key weaknesses to work on included training, aging infrastructure and equipment as well as integration of services. Online/web-based services were also seen as a weakness and the number of resources to meet customer demands.

Opportunities for growth and shared services were common. All believed that there could be improved utilization of technology and work planning as well as communications. Shared services with other municipalities was viewed as an opportunity to address some resource issues but amalgamation was viewed as a threat by some.

It was agreed that climate change, cyber attacks and changes to political directions/legislation are threats that will impact Township services. Lack of ability to attract and retain youth was viewed as a threat to the long-term viability of the municipality.

SWOT ANALYSIS - STAFF



STRENGTHS

- New Township-wide service requests
- Economic development strategy
- Combination of seasoned and new staff
- Staff are friendly, knowledgeable, dedicated & responsive
- Several well-maintained pools, parks & arenas
- Community volunteers & Recreation programs – well organized
- Staff development & supportive council
- Location - advantage
- Public access to council & staff/Open transparent
- Financially responsible
- Effective Leadership
- Port of Johnstown, & Industrial Park
- Water, sewer & safety records are impeccable

- Aging infrastructure (roads, equipment, technology)
- Lack of staff/resources
- Council support is not evident
- Underutilized and duplicated services
- No Long term Financial view
- Reactive NOT Proactive
- Staff training lacking in certain areas
- Lack of integration between systems
- Multiple Projects on the go
- Asset management planning lacking
- Lack of strategic plan/community vision
- More equipment and staff
- Website requires an update
- Lack of resources to address customer complaints

WEAKNESSES



OPPORTUNITIES

- Improved communications
- Openness to new ideas
- New & Integration of Technology (Mobile & Computers)
- Enhanced public education about services
- Interdepartmental & external government relations
- Inter-municipal agreements - County
- Shovel-ready projects
- Great location & transportation networks
- Expand Industrial Park/Port Authority
- Seniors Services
- Raise taxes & fund needs
- Community Volunteerism
- Economic Development initiatives

- Possible Amalgamation
- Lack of funding
- Provincial Downloading
- Volunteer firefighters availability
- Demand for increased services (urban sprawl)
- Loss of employee knowledge
- Climate change/global warming
- Aging infrastructure/flooding
- Recession/trade wars
- Changes in legislation & retraction
- St. Lawrence Environmental changes
- ED-19 (mega dump) NIMBY
- Changing Council and other levels of government priorities
- Cyber Security
- Social Media
- Taxes/rate payers expectations

THREATS



SWOT ANALYSIS - COUNCIL



STRENGTHS

- Knowledgeable employees
- Good staff/council relations
- Low tax rate (low housing costs)
- Responsive, Few Complaints
- St. Lawrence River Waterfront
- Quality of life
- Strategic location advantage to Highways
- Growing industrial/commercial tax base
- Predominant agricultural and dairy farms
- Strong financial reserves
- Cardinal water and sewer services
- Community-oriented
- Local experts
- New Technology
- Council/Staff are fiscally responsible
- Excellent Recreation facilities

- Lack of recreation programming
- School closures/Lack of Students
- Lack of Service site-ready industrial land
- North/South divide
- Approved projects slow to execute
- Lack of \$\$ for all priorities
- Enforcement By-laws outdated
- Prescott reliance for water
- Lack of collaboration with neighbouring municipalities
- Natural resources underutilized
- Lack of amenities
- Lack of departmental efficiency & time management issues
- Internal & External Communication need improvement
- Lack of effective marketing
- Housing shortage for seniors
- Lack of residential growth

WEAKNESSES



OPPORTUNITIES

- Expand broadband coverage
- Improve Property Standards
- Port of Johnstown - Advancements & shipping improvement
- Tourism/Historical promotion
- Landbank - possible development
- Promote local events
- Develop Cardinal village core
- Foster improved collaboration with municipal neighbours
- Support/retain current businesses
- Improved amenities, services for residents & seniors
- Transportation options
- Waterfront Development & Park Enhancements
- Agricultural development
- Technology enhancements

- Preparedness for seniors' services Provincial/federal funding reductions
- Disasters
- Climate change, man-made.
- High water level ... shoreline loss and damage
- Provincial regulatory burden ... new legislation
- Growth outstrips staff resources
- Challenging to back-fill jobs
- School closures
- Ottawa expansion ... Kemptville Trade wars
- Union unrest
- Cyber Security Risks/Attacks

THREATS

