

Strategic Environmental Planning at the Grassroots Level:

**Applying the SWOT Analysis technique to the Green Committee of
Tamworth / Erinsville, Ontario**

By

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Executive Summary

The Green Committee was developed as a subcommittee to the Tamworth/Erinsville Community Development Committee (T/ECDC). This non-governmental volunteer-led community organization works to improve Tamworth through projects to improve the area so that Tamworth remains a vibrant and growing rural town and a centre for services and commerce. Recently, as in other small Ontario towns, Tamworth's downtown had been in visual decline as a few businesses and storefronts have closed. The T/ECDC was developed as a grass-roots response to help to improve and preserve the rural community that the residents cherish, while the Green Committee works to enhance the economic vitality and quality of life of the rural community through the active planning, organization and carrying-out of environmental projects.

The SWOT analysis is part of a larger set of methodologies referred to as environmental scanning. Environmental scanning involves a process where one examines both the internal dynamics of an organization, be it a private firm and government agency or a nonprofit environmental organization, as in this case, as well as the external context in which it is situated.¹ In essence, it enables decision makers to understand how organization's interconnections with the environment in which it operates should inform its own internal strategic planning and decision-making.

The objectives of this report include: 1) producing a review the ongoing work of the Green Committee, producing strategic draft recommendations as it organization moves forward; 2) Analyzing the Green Committee's organizational attributes and external

¹ Keeley, E.J. "How to Conduct A SWOT Analysis." PDF Object. Accessed: 20 MAR 2009.

environment for areas of potential opportunity; 3) A successful application the SWOT method to this case study; and finally, 4) the production of a good model of analysis that other local environmental organizations can use to produce strategic plans.

In the end, this report aims to assist the Green Committee as the report will produce a set of recommendations that identify where the Committee's resources can best be used to achieve the organization's ambitious mandate: to make Tamworth into one of the greenest rural communities in Ontario.

and a review of existing case studies that are comparable to the community-based environmental initiative in Tamworth / Erinsville, Ontario. In addition, other secondary research informed how best to implement a SWOT analysis, as it was used to analyze the Green Subcommittee's progress, challenges and barriers.