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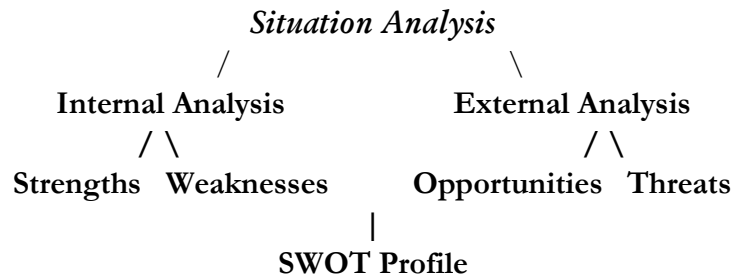
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To: Complete Streets Committee  
From: David Gilmour, AICP, Community Planner  
Date: May 26, 2010  
RE: Complete Streets SWOT Analysis

## INTRODUCTION

Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is a method of generating strategy from a situational analysis of the four attributes. SWOT analysis aims to aid an organizational objective by identifying key internal and external conditions of a given situation. SWOT analysis is also known as 'Internal/ External Analysis' because strengths and weaknesses are internal conditions of an organization while opportunities and threats are external.

The objective here is to assess the organizational capacity around active living and community design, construction and maintenance of complete streets. The SWOT analysis involves setting up a series of questions, such as in a chart with four quadrants where each segment is assigned an attribute, such as in Figure 2. The organization is evaluated using an outline of its strengths and weaknesses and the opportunities and threats facing it. In so doing, a situational profile of related attributes is created that can help define a strategic plan for successfully reaching goals. Identified strengths, for instance, may generate certain opportunities, while weaknesses may pose certain threats to the organization. Once generated, a SWOT profile can be used as the basis of further implementation activities.



**SWOT Analysis Diagram** (put on WikiCommons by user Xhienne) source:

[http://commons.wikimedia.org/wiki/File:SWOT\\_en.svg](http://commons.wikimedia.org/wiki/File:SWOT_en.svg)

The topic addressed by this SWOT analysis is:

*What factors influence the realization of a complete street environment within Kingston, particularly so that children readily undertake active living in their daily routines?*

For this project, complete streets are defined as thoroughfares designed, built and operated to enable safe, convenient, and ready mobility for all users of the transport system – pedestrians, bikers, motorists and public transit riders of all ages and abilities. A complete streets vision would include safe and ready access within two miles to schools. It also includes the possibility of safer and more vibrant street environments which support and align with overall community and economic development and well-being. Since the project is interested in stimulating positive change in the local fitness environment, it also involves providing kids (and others) convenient access to parks and recreation as well the aforementioned access to diverse transportation choices.

This SWOT analysis centers on the local public sector – the government of the City of Kingston. In its broadest definition, the City administration includes elected officials, staff, various boards, commissions and committees, including the school system, and consultants<sup>1</sup>. We are assessing the community (and its partners’) readiness and preferences to achieve complete streets.

The internal conditions are represented by government administration. It involves how policy is made and implemented. Government resources are directed at diverse interests and objectives. Government is typically complex and diffuse in its focus (some might use the term bureaucratic, although often not in an objective fashion).

The external factors impacting the City administration of complete streets are also numerous. On the one hand, there are broad social and economic facets of the external environment, such as the regional economic conditions or political trends, factors which are quite challenging to influence. On the other, there are County, State and Federal entities, interested persons and allied organizations with which the City agents interact. This could include non-profits, individual citizens and businesses.

A variety of sources have been used to identify the characteristics of the internal and external complete streets environment:

- Comments from the complete streets advisory group, such as through group inquiry and topic exploration;
- Interviews, with elected leaders; City staff; non-profit leaders and regional officials;
- Reviews of local and regional plans and policies to identify how these characterize social issues or define approaches to their resolution;

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<sup>1</sup> It is recognized that Kingston schools are a separate government jurisdiction, but for purposes of this analysis, it is treated as part of this government (corporate) sector.

- Conversations and interviews and dialogue with project staff; Healthy Kingston for Kids (HKK) steering committee members and leadership, and
- Queries of complete streets advisory group participants, as well as with persons interested or knowledgeable in the subject at hand.

I have used internet-based SWOT tools as a reference, including articles and templates from the website *MindTools* ([www.mindtools.com/pages/article/newTMC\\_05.htm](http://www.mindtools.com/pages/article/newTMC_05.htm)). The questions that follow generate content for each SWOT attribute.

### **BACKGROUND**

A model used to help guide the Complete Streets assessment is provided by the W.K. Kellogg Foundation's Food and Fitness Initiative Planning Series – Overview of Assessment and Planning, published in March 2008. That assessment paradigm looks at the domains and goals of the fitness environment to form a collective multicultural vision. It identifies major streams of data that can be collected and assessed for each domain in order to guide planning process.

Of primary interest to forming strategy to advance a complete streets vision are the domains of 'community design' and 'active transportation'. Community design refers to how the layout of the community and the quality of places affect the accessibility and use of key destinations and opportunities for physical activity. Active transportation pertains to physical arrangements and facilities that support walking, biking, public transit. The 'Parks Recreation' and 'Schools' domains are important too.

The Kellogg model identifies three major streams of assessment data:

1. Community/ partner preferences and readiness;
2. Policy & systems change opportunities; and
3. Built environment and food environment.

This SWOT analysis primarily examines the data stream of community/partner preferences and readiness, although it does so within the context of considering possible community interests in relation to the existing policy system and the physical environment. A separate memo Complete Streets Plan & Code Audit directly assesses the policy environment. The resources available for complete streets project development at this stage do not enable a direct, comprehensive inventory and assessment of the built environment and its conditions, qualities and characteristics. However, as a way to provide context and aid dialogue, there are efforts to identify examples, cases, and provide some ad-hoc assessment of the physical environment. For example, the Safe Routes to School component has implemented a 'GIS Community Mapping' project which will provide some location-based walkability and bikeability data.

## SWOT ANALYSIS

### **A. STRENGTHS**

#### **I. *WHAT DOES THE CITY (MUNICIPAL CORPORATE STRUCTURE) DO WELL AS IT RELATES TO ACHIEVING COMPLETE STREETS?***

- a. The dense street grid is pretty accessible and serves many purposes – it's a major asset. A lot of resources go into street maintenance/ management
- b. Forsyth Nature Center is a unique resource. The recreation programs are exemplary – they are a source of inspiration and pride in Kingston and a foundation for active living programming and promotions.
- c. The City participates in Metropolitan Planning Organization (MPO) administration and it is active in transportation program development, including for projects like the Non-Motorized Transportation Plan (2009).
- d. Economic development staff pursues revitalization and market development based on City assets and strengths, including human/ community potential, waterfront, uptown, historic resources preservation, buildings, infrastructure and multimodal transportation
- e. The administration, particularly but not exclusively DPW, is oriented to providing many services in relation to the street system
- f. City engineers work on many fronts to keep City programs & upgrades on track
- g. DPW keeps the road system/ network in working order, managing traffic, removing snow, litter and managing stormwater and utilities in rights of ways (but they do not maintain most sidewalks)
- h. Planning staff facilitates a broad agenda and is active in many improvement initiatives
- i. The Planning Board efficiently processes applications that come before it, including some quite big and sophisticated physical development proposals
- j. Historic sidewalks (bluestone) are centuries old in some cases. These resources, while aged and in some places deteriorated, represent a sound investment. Stewardship of these resources bolsters sense of place
- k. There are diverse parks facilities
- l. Kingston has its own police force that is visibly active providing protection
- m. The City web page provides information on governmental affairs, although in some ways it is static with limited information about contemporary affairs
- n. The City transit system enables accessibility and non-motorized transport
- o. The School District is considered by many to be an excellent urban system
- p. City Hall is an iconic, central public space for conducting government business. Its rehabilitation contributes to the sense of history and community and Kingston's municipal civic structure which has existed for centuries
- q. The City is embracing more collaboration with non-profit and private entities
- r. There are diverse, quality fire and ambulance services in Kingston

- s. The City actively pursues external grants resources to aid development
- t. The City partnered with RUPCO to install new bike racks on Broadway

## **II. WHAT UNIQUE RESOURCES CAN YOU DRAW ON?**

- a. The City has a deep history that provides context and sense of place
- b. The road grid has built out over centuries
- c. There is a diverse landscape and built environment form with different character sub-areas and land use
- d. There are many types of streets and sidewalk and path environments
- e. The transportation system serves multiple modes and there are plans for multimodal improvements, including new forms of transit, enhanced facilities, and new trails.
- f. The City collects recreation fees, a possible resource for recreation-based transportation facilities development
- g. Kingston is a 'climate smart' community -- the Conservation Advisory Council is taking initiative around the 15% challenge
- h. The Uptown Stockade Area Transportation Plan is a comprehensive, detailed resource, although many may not be aware of it
- i. There is extensive planning for waterfront revitalization, including multimodal access
- j. There has been study and action planning for connectivity at rail crossings
- k. Heritage area plans promote multimodalism
- l. The recreation commission is a source of collaboration for complete streets planning
- m. There has been detailed study for a multimodal center in Kingston -- if there is a regional transit hub established in Kingston, there should be demand for supportive land uses and economic development around it
- n. Many streets could be improved through simple, inexpensive retrofits.
- o. Rail rights of ways offer potential as linear connecting trails
- p. Some youths in the community have been consulted about their aspirations for the future

## **III. WHAT DO OTHERS SEE AS YOUR STRENGTHS?**

- a. A high order street network and streetscape and urban form exists – other places want what Kingston has. It provides for efficient buildout and reinvestment
- b. History and sense of place
- c. The non-motorized transport network has potential for connectivity and improvements
- d. The Ulster County Transportation Council is a metropolitan planning organization (mpo). This federal designation facilitates federal resources and promotes structure for transportation planning. This form of transport

planning is well-suited to systems planning and multimodalism which is characteristic of Kingston

- e. Proximity to large populations, particularly to the south and New York City, serve as markets for visitors and tourism as well as new immigrants
- f. Diversity of the population
- g. High-order public infrastructure exists

#### **IV. WHAT IS 'ORGANIC' ABOUT KINGSTON'S MUNICIPAL ORGANIZATION AND ITS APPROACH TO COMPLETE STREETS (defined as indigenous or basic)?**

- a. Given diversity of population and waves of immigration, there is a history of multiculturalism and interest-based politics
- b. The organization of street design, construction and maintenance represents a traditional approach, focused on civil service and specialized roles. There are some signs of change.
- c. Planning, engineering and public works are organized to deliver service in an urban area.
- d. There is a history of economic and physical transformation and change.
- e. Neighborhood watch program
- f. Ward website/organization

#### **V. ANALYSIS OF MARKETS & TRENDS**

- a. Kingston is the center of the region
- b. A shift to non-motorized transport strategically positions Kingston for the future
- c. An aging population will benefit from universally accessible and safe streets
- d. Heritage is a basis of the economy
- e. The city is desirable to 'creative economy' types
- f. The housing stock is relatively affordable
- g. Diversity benefits economic flexibility/ resilience
- h. The reuse of buildings and revitalization of community centers and infill development is efficient and ecologically beneficial
- i. Crossing guards are provided by schools, but there are budgetary strains. If the program is considered for downsizing, upgrading some crossing points may address safety concerns
- j. The city economy is tied to the regional economy and it is close to NY City
- k. There is a lot of change in the media as new technologies emerge and access information changes. There are established local communication platforms that may be candidates for providing forums and venues about civic affairs
- l. There is a focus on cultivating 'green'/ sustainable technologies here

## **B. WEAKNESSES**

### **I. WHAT COULD YOU IMPROVE?**

- a. To facilitate complete streets development, provide issue identification/ characterization and bolster complete streets awareness
- b. Aid understanding of the physical, social, and economic impacts of complete streets and the relationships between seemingly unrelated factors (as a way to inform and aid strategic planning and resource allocation)
- c. Strengthen the commitment to community health (and complete streets) as a municipal focus and a civil service principle
- d. Develop complete streets benchmark indicators and milestones
- e. Provide for more board, committee and commission dialogue, strategic planning, collaboration and follow-on coordination
- f. Emphasize staff and cross-department dialogue and coordination
- g. Bolster project planning and implementation capabilities
- h. Strengthen leadership by staff, board, committee and commission chairs on key topics
- i. Provide for more long-range planning by the Planning Board, or a designated group (There is not an up-to-date comprehensive community plan. The lack of a master plan makes the City ineligible for some federal and state-funded projects. An option is to develop supporting elements, such as: area development programs; a sustainability plan; and/or a pedestrian and bike plan)
- j. Form a municipal advisory group or subcommittee focused on complete streets
- k. Prioritize enforcement of codes violations for sidewalk maintenance and snow clearing
- l. Formalize capital budgeting and prioritization
- m. Initiate and expand neighborhood level planning systems and programming
- n. Travel by children to school and education occupies over 1/3 of a typical day. Promote and enable and collaborate on achieving more active living and complimentary physical and program change at the schools
- o. Homeowners are responsible for maintaining sidewalks and are provided little resources from the city to do so
- p. Prioritize and produce plans for improving problem intersections
- q. Facilitate more community policing and foot patrols
- r. Stimulate involvement by Latinos in neighborhoods, public institutions
- s. Resolve transit station siting, finance and construction
- t. Encourage and access training and technical assistance for staff on contemporary and state of the art practices and their integration into work
- u. Facilitate more public access to information for decision-making and promote greater access to decision making process and decision-makers
- v. Define how to advance plans and programs that are stagnant or on hold due to the impediments experienced

- w. Enhance and incentivize mixed use and infill development to achieve more street level activity
- x. Provide recognition and/or incentives for improved performance
- y. Seasonal variation in climate and old infrastructure provide challenges for persons to age in place and maneuver streets on foot – a model for making improvements is to identify and reduce barriers
- z. Establish and formalize constituent service models
- aa. Build broader support for complete streets and link supporting groups
- bb. Improve cross-sector dialogue and coordination
- cc. There may be perceptions of discrimination which should be addressed to foster community development
- dd. The local adopt a highway, park or shoreline policy and program may be underutilized
- ee. Continue to promote understanding of the benefits of street activity, density, and open space
- ff. Cultivate and support neighborhood civic development

## II. WHERE DOES KINGSTON HAVE FEWER RESOURCES THAN OTHERS?

- a. Government may not have resources or capacity to promote and facilitate public participation. Volunteerism rates may be low
- b. Given population and the extent of the street infrastructure, there may be less regional investment here
- c. The civil service may be flatter than some, with limited middle management structure that could help effect leadership and strategy
- d. Transit service may be less extensive than places with comparable densities – enhanced service might bring many benefits
- e. A public health function may not be well established in the municipal sector. For example, in Massachusetts each municipality has a local health department

### III. WHAT ARE OTHERS LIKELY TO SEE AS WEAKNESSES?

- a. Magnitude of change needed
- b. Many competing priorities and needs within public sector (there is a lot of aged infrastructure)
- c. Older streets appear challenging to retrofit. Extent of physical barriers makes it seem at first glance impractical to achieve more accessibility
- d. Cost
- e. Concentrations of poverty in places
- f. High incidences of disease such as diabetes, obesity, et al
- g. Urban blight
- h. Perception or reality of inefficient government operations and apparent lack of communication between city agencies.
- i. Diversity
- j. Midtown crime (or perceptions of it) discourages walking
- k. Inability to form consensus
- l. Automobile dominance
- m. The attachment we have to the blue stone sidewalks can be a barrier (but also an asset)
- n. There are concentrations of essential government services focused here
- o. A need or perceived need to resort to legal action to compel change
- p. Some landowners may distrust government or be unwilling to cooperate (including with each other) to advance common community interests
- q. Perceived crime and threats to safety on streets/ sidewalks/ trails
- r. There are segments of community without electronic access to information (without ready access to government and/or efforts to cultivate involvement, there may be unserved/ underserved constituencies)
- s. Incidence of youths using the street environment
- t. Inability of government to achieve interdisciplinary or multi-objective planning
- u. Lack of driver education regarding respect/rights of ways for pedestrians/cyclists
- v. Lack of school support for cyclists
- w. Perception by community members and city employees that Broadway needs to be wide and fast for cars.

## C. OPPORTUNITIES

### I. **WHAT ARE THE OPPORTUNITIES OPEN TO YOU?**

- a. People enjoy walking and biking and feel empowered and healthy when they use non-motorized transport/ get out of their cars
- b. Non-motorized transport is affordable
- c. Kingston has a substantial population (human resources), density (with its own inherent market characteristics), and a mix of land uses
- d. Kingston covers a small area and is walkable scale
- e. Active living enables socializing and community vitality
- f. Establishing case examples and scenarios demonstrates benefits of complete streets
- g. Alternative transportation is viable and economic
- h. Establishing and reinforcing complete streets, sidewalk and trail guidelines and standards will build stakeholder capacity and identify and explain preferences for development
- i. The City has a deep history that provides context and sense of place and the grid network has built out over centuries. There is diversity in the landscape, in terms of land forms, streetscapes, character areas, and physical buildings and infrastructure
- j. The transportation system is high-order with multiple modes and plans for new forms of transit
- k. Complete streets policy can benefit multiple groups, including (just to name a few) older persons, persons without cars, commuters and people who have health conditions
- l. Advancing complete streets and the level of non-motorized transport use achieves sustainable development, including climate protection
- m. Active living provides for unique economic development -- enhancing street environments and streetscapes delivers direct and indirect benefits besides improving potential for active living and accessibility. A recent Main Street grant is a prototype
- n. There is an opportunity to provide complete street improvements by parks and playgrounds as a way to enable greater facilities use and enjoyment among kids and the community. Developing a parks master plan is one way to work towards this objective
- o. There are efforts to establish more federal program support for planning and improvements to infrastructure to enable active living
- p. There seems to be more State-level focus on addressing preventable disease epidemics
- q. There is a sophisticated, multifaceted regional government in Ulster County. It maintains County routes which are essential to complete streets (the State has purview of bridges and state routes). Moreover, the MPO form of

transportation programming is well suited to advancing Kingston's unique interests

- r. Formalizing a safe routes to schools program, a federal model, aids planning and promotions for complete streets
- s. A vital arts sector aids dialogue about achieving quality public spaces and a creative economy, and it is a facilitator of awareness, dissent and political tolerance
- t. Local leaders appear to support efforts to aid community conversations, including electronic dialogue, such as embodied by Kingston digital corridor <http://www.kingstondigitalcorridor.org/> ; Kingston Citizens; et al
- u. A robust non-profit sector, also evident regionally, can partner with the public sector on community development topics. Just a few examples are:
  - The Mid-town Business Association
  - Kingston Land Trust
  - The Resource Center for Independent Living, Inc.
  - RUPCO
  - Sustainable Hudson Valley -- a convener of innovation and an entity active in articulating future possibilities
- v. In some wards there are active citizen efforts to coalesce groups which provide input, explore group interests and advance development
- w. Ensure that the nonmotorized plan concepts and strategies are implemented
- x. Besides local organizations, regional and national foundations and nonprofits are interested in increasing community health and vitality. There is an opportunity to build on and leverage the Robert Wood Johnson Foundation award and designation
- y. There are many new physical technologies, ranging from traffic signals to repair technologies to pavement treatment techniques, many of which are cost-effective, that could be considered in bringing about 'innovative' complete streets
- z. Consider more incentives for streetscape upgrades
- aa. Identifying and building support for in-fill and redevelopment opportunities can bring vitality to streets and provide resources for sidewalk and street improvements
- bb. There is potential to designate a corridor or set of streets for special attention as key complete streets, connecting routes, and development focal points
- cc. There is a park and ride lot by the Washington Street/Route 87/Route 28 and 287 intersection. It is heavily used and a platform for multimodalism
- dd. The uptown BID (Business Improvement District) and the planning for others BIDs are examples of efforts to innovate and adapt government and service organization

- ee.** It is challenging to list the numerous non-profit and for profit initiatives germane to complete streets activities. These represent organizations that are probably able to collaborate with government. Notable examples are:
  - Soap Box Derby – couldn't happen without the hill on Broadway
  - The hospital system is a resource for healthy living
  - Tour De Kingston and Tour De Ulster
- ff.** The Ulster County Non-motorized Transportation Plan provides a lot of conceptual planning and programming for Kingston – it offers a strong base to build upon
- gg.** Develop or enhance sidewalk, trail and bike route construction and maintenance protocols to ensure awareness and resource optimization
- hh.** Provide principles and guidelines for economic restructuring to achieve more complete streets, addressing topics like: right of way space allocation and use; universal design; non-motorized facilities provision; electric vehicle accommodation; alternative fuels dispensing; progressive parking standards; streetscape; shade; street stormwater management; etc.
- ii.** Consider policy regarding skateboarding
- jj.** A local 'health czar' role could be created in the form of a city staffer or volunteer (or both)
- kk.** Gather data on street related operations in order to promote effective and efficient investment and maintenance
- ll.** Identify gaps in the sidewalk network which are priorities for installation
- mm.** Identify service gaps and opportunities that if achieved can enhance basic services and street vitality. For instance, promote siting of a supermarket or market by an underserved area
- nn.** Develop codes so that the street environment serves more function and is more appealing
- oo.** Promote dialogue about a possible Citibus-Ulster County Area Transit merger. This could conceivably provide an efficiency and free-up resources for other purposes
- pp.** Identify target areas for sidewalk business activities and vendors, such as where there is excess capacity which can be allocated for economic development without impairing mobility or diminishing public space or goals
- qq.** A ward system of government provides potential for neighborhood based interests articulation and advocacy

## II. WHAT TRENDS COULD YOU TAKE ADVANTAGE OF?

- a. People's intrinsic desire to be healthy and have time for leisure means there is broad support for walking, biking, and other active living and recreation
- b. Sustainability movement -- the price of gas will increase. Achieving complete streets and other economic transformation will be a main part of the shift from fossil fuels
- c. Many peoples' and society's re-emphasis on interesting places fits Kingston's character
- d. There is renewed interest in urban places
- e. The emergence of internet technologies enables community dialogue and participation in a process of defining possibilities for complete streets. Internet technology can also be used to promote awareness about complete streets and facilitate complete street policy change
- f. The buy-local movement could benefit Main Street as people look and opt for local goods and services – such as walking or bicycle technologies
- g. Risk science could be a tool to facilitate rational community or stakeholder understanding about high ranking health risks in the City, including among children
- h. MPO staff could be asked to aid monitoring of accident rates, type and severity, as well as the identification and monitoring of problematic transportation facilities or situations
- i. Emerging federal (CDC, et al) focus on active living could provide resources for innovative programs
- j. There is an opportunity to partner with the County Health Department on active living planning and programming

## III. ANALYSIS OF COMPETITORS -- This section is meant to identify things that other communities are emphasizing that we might consider emulating in order to advance community and economic development.

- a. Degree of time spent on long-range planning and/or collaboration
- b. Focus on implementation
- c. Interdisciplinary and/or partnership approach
- d. Imperative of all persons having places to be healthy and safe
- e. Avoidance of tragedy of commons
- f. Focus on equity and fairness
- g. Interest in smart growth and investment (focused on core areas)
- h. Volunteerism
- i. Customer service orientation
- j. Neighborhood-based planning and programming
- k. Traffic safety emphasis or focus

## D. THREATS

### I. WHAT TRENDS COULD HARM YOU?

- a. Climate change / global warming
- b. Economic stagnation
  - i. Inability to advance *appropriate* local and regional economic development
  - ii. Fiscal strain
  - iii. Decline of federalism
  - iv. Reduction of gas tax – a source for transportation investment
  - v. Regional economic disruption
- c. Intolerance or ultra-politicized local or regional environment where mutual cooperation or powerful or important change is thwarted
- d. Parochialism/ narrow interests which lead to inequitable or poor quality municipal expenditure or investment
- e. Inability to prioritize or adapt systems of planning and public action
- f. Decline, isolation of or disinvestment in residential neighborhoods
- g. Excessive or ineffective local bureaucracy, including too much regulation, or inflexible standards which do not enable change and development
- h. High costs of civil service administration
- i. Deterioration in city social fabric / civic infrastructure
- j. Lack of community vision and inability to articulate future possibilities
- k. Inefficient and ineffective public administration /civil service
- l. Out-migration
- m. Automobile dominance
- n. Litigious environment

### II. WHAT ARE OTHER MUNICIPALITIES DOING?

- a. Promoting urban design
- b. Providing strategic planning and investment, including capital budgeting
- c. Focusing on sustainability
- d. Participating in regional initiatives
- e. Pursuing civic engagement. For instance, Buffalo is enabling neighborhood-based planning and there is a strong community development partnership with the health sector. Syracuse has a high profile public-private partnership
- f. Practicing historic preservation
- g. Providing boot-strap economic development
- h. Embracing new urbanism and achieving in infill and revitalization
- i. Implementing compact and incentive development
- j. Focusing on quality of life and economic transformation
- k. Attempting innovative zoning techniques and providing incentives and flexibility in some cases
- l. Embracing the arts

## III. ANALYSIS OF THE BUSINESS ENVIRONMENT

- a. The public sector is fiscally constrained (stressed) – there is a need for planned investment as there are many competing needs.
- b. There have been challenges earmarking (coming up with) local match requirements in order to advance capital projects
- c. The requirement for costly or complex engineering design is cited as a reason for not advancing more sidewalk and street capital projects
- d. There is an opportunity to actively involve residents and businesses in local and regional transportation planning and decision making
- e. The Business Improvement District (BID) model is being implemented here and planning for new applications is gaining traction
- f. The economy is diverse and complex
- g. The health care (wellness) sector is an important part of the economic base
- h. 'Main street' retail and service businesses are an important part of the economic base, as are home-based and ultra small businesses
- i. Energy, environment, high technology and education sectors should continue to emerge
- j. There is leakage of sales (beyond the community and region)
- k. Tourism is a big industry
- l. The arts is a leading sector
- m. It may appear that a small group of leaders are shaping policy and budget allocations, although more sub-area business advocacy groups are emerging and gaining traction
- n. The mix of jobs and business means that a large segment of the workforce and business environment is entrepreneurial and flexible
- o. Communications and communications technologies are critical in this economy
- p. The workforce is aging. Older persons have a wealth of knowledge and experience
- q. Within the regional economy the public sector is dominant but weakening (the economy has a high level of public sector jobs)
- r. There is a tough regional economy now; future prospects remain good

## CONCLUSION

This SWOT analysis is intended to aid the characterization of the situation regarding complete streets in Kingston. What are your perspectives on the complete streets environment and the ways to leverage strengths into opportunities and overcome weaknesses and threats?