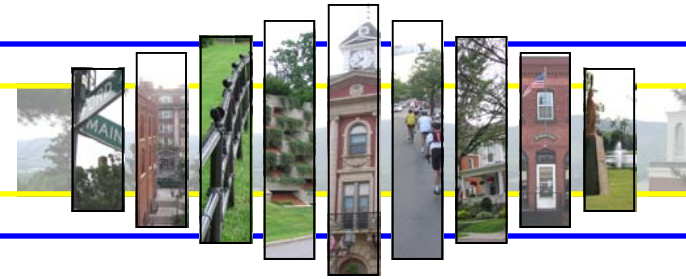




# Appendix A



# S.W.O.T. Analysis





## Strengths

### STRENGTHS

- Growth in arts/culture venues
- Presence of not for profits in community
- Excellent health care resources
- Vibrant/strong educational network and population
- Friendly/walkable downtown
- Agriculture on outskirts of City – clear distinction between “city” and “country”
- Municipal infrastructure/roads/sidewalks/police/fire are in good condition/adequate
- Natural features (rivers, hills, etc)
- Residents who are passionate and involved
- City park system
- Regional hub for shopping and employment (Oneonta City and town)
- Historical structures
- Sporting/recreation opportunities for kids
- Engaged leadership
- Small town ambiance/tight relationships
- Financial institutions/willingness to invest in the City
- Proximity to Albany & interstate 88
- Two colleges and resources
- Young people from university - good mix
- City Council & administration are willing to listen
- Perceived & actual safety and kid safe
- Baseball connections - Tigers, Cooperstown baseball
- Airport
- Low cost housing
- Development potential (i.e. rail yards)
- Significant vacant land
- Access to Catskills
- Low income from college = greater competitiveness for HUD grants
- Many services within City, accessible to outside communities (center of region)
- Railroad



## Weaknesses

### WEAKNESSES

- Parking downtown
- Travel for shopping
- Loitering on Main Street
- Lack of wayfinding/signage
- Tax burden – impact on residents – lack of commercial/industry
- “Shop worn” – condition of roads, signs, curbs, etc
- Share of real property that is exempt from tax base
- Misunderstanding of diversity/lack of acceptance
- Driving on weekend/south side (Town of Oneonta)
- Lack of jobs for graduates
- Lack of housing for elderly
- Lack of community center
- Housing prices high for people who work in the City
- Lack of things for college students to do off campus (college)
- Impact of town development on shopping downtown
- Deterioration/aging of housing stock
- City is land locked
- After school opportunities for K-12 students
- Lack of “bikeability” outside City
- Lack of developable land in City boundary
- Railroad cuts City in half
- Confusion of purpose/overlap of boards
- Community tends to look at weaknesses, “downerism”
- City needs to be more “kid” friendly
- Diversity of professional jobs
- Daily Star - inadequate
- Service industry, low-paying jobs
- Appearance and condition - gateway to City from interstate
- City park deterioration
- “Lights out” on interstate, gateway
- White paper in windows of vacant shops



## Opportunities

### OPPORTUNITIES

- Potential for growth in arts/culture
- Soccer hall of fame/baseball – promoting as a tourism draw
- Developing the rail yard for commercial/industry
- Downstate migration to upstate
- Improve on and off-road bike trails, “bikeability”
- Transportation network enhancement (all modes)
- Develop upper stories on Main Street for apartments and offices
- Improve park system
- Take advantage of year round economic development opportunities [students (3 season) then tourism (summer)]
- Provide incentives to organizations to “work together”
- Potential growth associated with the airport
- Increase use/revival of industrial park (empire zone)
- Tap into dollars from families with kids at camp
- Tie in manufacturers to high-tech/nano-tech/ alternative fuels
- Reuse of vacant land
- Commercial application of technology
- Draw off of south side traffic to enhance downtown vibrancy
- Utilize “assets” for marketing purposes
- Niche marketing – “brand” the community
- Interstate 88, pulling traffic into downtown
- Sports – market existing outlets and identify additional options
- Arts Center Facility
- Enhancing market street
- Charter reform
- Obtaining grants for housing rehabilitation
- Foothills – performing arts center – market as a cultural resource
- Indoor soccer facility
- Ice skating facility
- Work to ensure quality working conditions/benefits associated with economic development
- Public/private/partnership for implementation of plan



## Threats

### THREATS

- Age of current housing stock – potential for dilapidation
- Perception of and actual drugs, illegal drug trafficking and impact on the image and safety on Oneonta
- Increased student housing in residential areas
- Underage drinking – impacts on neighbors
- Lack of youth programs – quality of life for children K-12
- Perception and actual parking access, availability, management in downtown and associated impacts on business recruitment and retention
- Continued poor upstate economy
- NIMBYS
- Increased cost of doing business on local economy
- Expansion of short-term rentals in established neighborhood for sports (soccer camp)
- Continued lack of enforcement of a property maintenance plan
- Too dependent on tourism
- Continued lack of working relationship with Town of Oneonta
- Perception of downtown safety – clash between loitering and arts/culture could impact economic development
- Continued loss of daily services, such as grocery store, downtown
- Financial impact of continually increasing regulations
- Proposed wood burning plant/wind turbines
- Increasing energy prices
- Continued Southside growth to the exclusion of downtown growth
- Increasing governmental operating expenses
- Lack of skilled work force with a desire to stick with job will impact recruitment of new business
- Interest rates go up and development/redevelopment may slow