

STRATEGIC INVESTMENT PLAN

Downtown Revitalization Initiative

CITY OF FULTON

Central New York Region

November 2020



**Downtown
Revitalization
Initiative**



LOCAL PLANNING COMMITTEE

CITY OF FULTON

Deana M. Michaels, Co-Chair, Mayor, City of Fulton

L. Michael Treadwell, Co-Chair, REDC Appointee, Executive Director Operation Oswego County, Inc.

Donald Patrick, Jr., Co-Chair, President of Fulton Common Council

Caroline Chatterton, Executive Director of Fulton Library

Jeff Coakley, Former Executive VP and COO of Oswego Health and City Resident

Kristen Collins, Senior Project Architect with C&S Companies

Kim Doyle, Small Business Owner of Hair We Are

Brian Durant, President of Cayuga Community College

Linda Eagan, Administrative Director of Fulton Block Builders

Jim Farfaglia, City Resident, Writer and Historian

Nancy Fox, Executive Director of CNY Arts Center, Inc.

Leah Haggerty, Broker and Owner of Century 21 Leah's Signature

Brittney Jerred, City Resident and Volunteer Fulton Footpaths

David Mankiewicz, SVP Research, Policy and Planning, CenterState CEO

Marie Mankiewicz, City Resident and Volunteer Fulton Footpaths

Michael Pollock, President of Fulton Savings Bank

Brian Pulvino, Superintendent of Fulton Central School District

Mark Southwick, Plant Manager of Huhtamaki

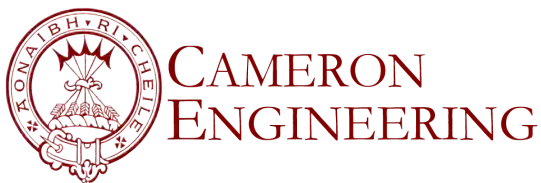
Tina Stephens, VP and Branch Manager of Community Bank in Fulton

Katie Toomey, Executive Director of Greater Oswego-Fulton Chamber of Commerce

David R. Turner, Director of Oswego County Community Development Tourism and Planning

Nancy Weber, Oswego County Farm Bureau

Robert Weston, Small Business Owner and Resident



This document was developed by the City of Fulton Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State and NYS Homes and Community Renewal. The document was prepared by a Consulting Team led by Cameron Engineering, 4WARD Planning, Environmental Design & Research, and Hayduk Engineering, LLC.

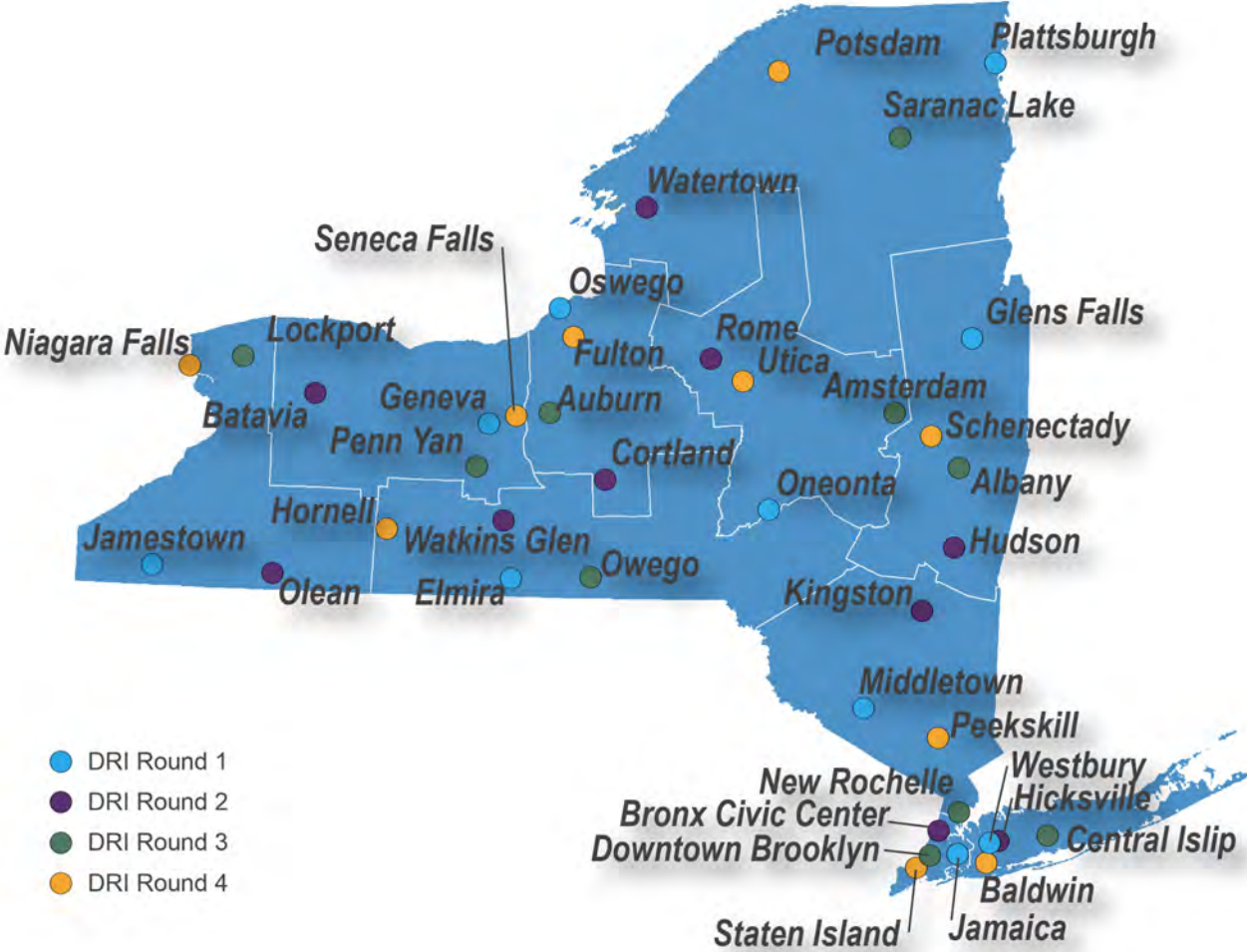
Photos, images, and graphics in this report are attributed to the Cameron Engineering team unless otherwise noted.

Photo credit (cover): Jen Marriner Photography, Oswego County Tourism

TABLE OF CONTENTS

FOREWORD	ii
EXECUTIVE SUMMARY	iv
SECTION 1: DOWNTOWN PROFILE & ASSESSMENT	1-1
1.1 Overview.....	1-2
1.2 DRI Study Area.....	1-2
1.3 Strategic Planning and Investment.....	1-4
1.4 Infrastructure Investment	1-7
1.5 Physical Conditions	1-8
1.6 Housing	1-9
1.7 Socio-Economic Characteristics	1-10
1.8 Transportation and Transit Network.....	1-14
1.9 Historic Character	1-15
1.10 Key Institutions and Cultural Attractions.....	1-16
1.11 Significant Employers and Job Growth	1-19
1.12 Market Analysis	1-21
1.13 Vacant, Underutilized and/or Developable Land.....	1-23
1.14 Regulatory Framework.....	1-24
1.15 Environmental Constraints	1-26
1.16 Challenges and Opportunities.....	1-27
SECTION 2: DOWNTOWN VISION, GOALS & STRATEGIES	2-1
2.1 Vision Statement	2-2
2.2 Goals & Strategies	2-3
SECTION 3: DOWNTOWN MANAGEMENT & IMPLEMENTATION STRATEGY	3-1
3.1 Overview.....	3-2
3.2 Implementation Approach & Strategy	3-2
3.3 Local Organizational & Management Capacity.....	3-3
3.4 Public Projects	3-4
3.5 Private Projects	3-4
3.6 Non-Profit Projects	3-5
3.7 Long-Term Strategy	3-5
SECTION 4: PUBLIC INVOLVEMENT	4-1
4.1 Overview.....	4-2
4.2 Public Meetings & Outreach	4-3
SECTION 5: PROJECTS PROPOSED FOR DRI FUNDING	5-1
5.1 Summary of Projects.....	5-2
5.2 Priority Project Profiles.....	5-5
5.3 Non-DRI Funded Priority Projects	5-116

DOWNTOWN REVITALIZATION INITIATIVE (DRI) COMMUNITIES



FOREWORD

Downtowns define our cities and regions. With their energy and diversity as well as their artistic, cultural and historical assets, vibrant downtowns serve as anchors and catalysts for local and regional growth. These enduring qualities attract businesses, jobs, residents and visitors, and provide the critical infrastructure and diverse tax base necessary for broader and more inclusive growth.

Despite their tremendous value to our society and economy, downtowns suffered decades of disinvestment, economic decline and community malaise with the advent of sprawl and deindustrialization. But people and businesses once again recognize and appreciate what downtowns have to offer. And with that, downtowns are beginning to revamp and re-invent themselves, in many cases using their proud heritage not as a whimsical look backward to a bygone era, but as a catalyst for a brighter future. Yes, downtowns and cities are on the comeback trail, but obstacles remain and the DRI serves as that critical launch pad.

Recognizing both the potential and the challenges of our urban centers, Governor Andrew Cuomo launched a major new initiative in 2016 — the Downtown Revitalization Initiative (DRI). Through the DRI, the Governor moved to aggressively accelerate and expand the revitalization of downtowns and neighborhood centers to serve as centers of activity and catalysts for investment in all ten regions of the state. The DRI represents an unprecedented and innovative plan-to-act strategy that couples strategic planning with immediate implementation.

In the first four years of the DRI, the State has committed \$400 million to invest in downtowns that are ripe for revitalization and have the potential to become magnets for redevelopment, business, job

creation, greater economic and housing diversity, and opportunity. Each year, the Regional Economic Development Councils select ten downtowns to receive \$10 million each to refine a vision and strategy for revitalization and to implement projects that show the greatest potential to improve the economic and social vitality of their downtown areas. The projects realized through DRI grant funds in turn catalyze multifold additional investments and projects, which creates the momentum and progress necessary to sustain a long-term successful revitalization effort. The excitement and community pride generated by the DRI are clear and palpable.

The ten communities selected in round four of the DRI are confronting a serious challenge—the COVID-19 pandemic. But in uncertain times, one thing is certain—cities are resilient; they adapt to change, even in a crisis like this. And the DRI is proving to be resilient and adaptable, too.

In the face of COVID-19, round four DRI communities have effectively pivoted to examine the immediate impacts of the pandemic and expand their downtown strategic investment plans to respond to this new challenge through the recommendation of projects that will support recovery and resiliency, especially for the small businesses that represent the heart of our downtowns. The ten round four communities demonstrated a true commitment to realizing their community visions for vibrant and robust downtowns, even in the midst of NY PAUSE. Indeed, each of the ten communities pursued innovative strategies to engage local stakeholders and successfully identify viable and impactful revitalization projects in safe and effective ways.

The DRI process involves a combination of community-based strategic planning, inter-

agency project support and leveraging of outside investments. The process starts with a community-based Strategic Investment Plan that sets the path for successful downtown revitalization—a clear vision for the downtown; goals and strategies to accomplish the vision; and catalytic projects identified in the plan.

The strategic planning process is led by Secretary of State Rossana Rosado and facilitated by staff from the Department of State’s Office of Planning, Development and Community Infrastructure, with the assistance of NYS Homes and Community Renewal and Empire State Development. This collaborative multi-agency effort mobilizes the expertise, technical assistance and project management skills of State agencies alongside those of a team of consultants to support a Local Planning Committee (LPC) in each DRI to develop a community-based vision, goals and strategies for downtown revitalization.

Central to the Strategic Investment Plans are the slate of viable, transformative and catalytic projects identified by each LPC that will help realize the community’s vision for revitalization of its downtown. Of the projects included in the plans, those that are ready to go and show the greatest potential to contribute to revitalization, especially when knitted together with other projects, are awarded DRI funding.

The DRI is much more than a one-off \$10 million grant. Firstly, the projects are not selected in a vacuum, rather, they are synergistic and catalytic—that is, they work in concert to create a whole that is greater than the sum of its parts. Secondly, the positive momentum created by the DRI generates exponential effects that leverage additional public and private investments that, in turn, create a self-perpetuating cycle of revitalization.

We often hear the phrase “live, work and play” to describe city life, but we need to move beyond that limited characterization. Downtowns are so much

DRI Round Four Communities:

Western New York: Niagara Falls

Finger Lakes: Seneca Falls

Central New York: Fulton

Southern Tier: Hornell

Mohawk Valley: Utica

North Country: Potsdam

Capital Region: Schenectady

Mid-Hudson: Peekskill

New York City: Staten Island

Long Island: Baldwin, Town of Hempstead

more than that; they are a place to connect, eat, shop, drink, learn, absorb, innovate, observe and interact—they serve as a spark to human inventiveness and social entrepreneurship. Downtowns also offer public gathering spaces that allow people of all ages, incomes and backgrounds to interact safely and comfortably to appreciate the diversity of city life.

There is no cookie-cutter formula for our urban centers. Each one is unique—a different vibe, heritage, culture; a whole different story to tell if we listen carefully enough. And we do just that - the DRI treats and respects each downtown as its own special place—which is the hallmark of what we call “placemaking.”

The DRI has launched a renaissance in downtown redevelopment. With bottom-up leadership and top-down assistance from the State, deep participation from within the community and collaborative partnerships with public and private investors, the DRI is truly paying dividends by not just transforming the existing community, but also by creating new and yet-to-be-discovered opportunities for generations to come.

EXECUTIVE SUMMARY

INTRODUCTION

In August 2019, the City of Fulton was selected as the Central New York (CNY) Region recipient of a \$10 million Downtown Revitalization Initiative (DRI) award. Now in its fourth round, the Downtown Revitalization Initiative is a statewide planning initiative that provides funding for community-supported projects that will stimulate economic development and revitalize downtown areas.

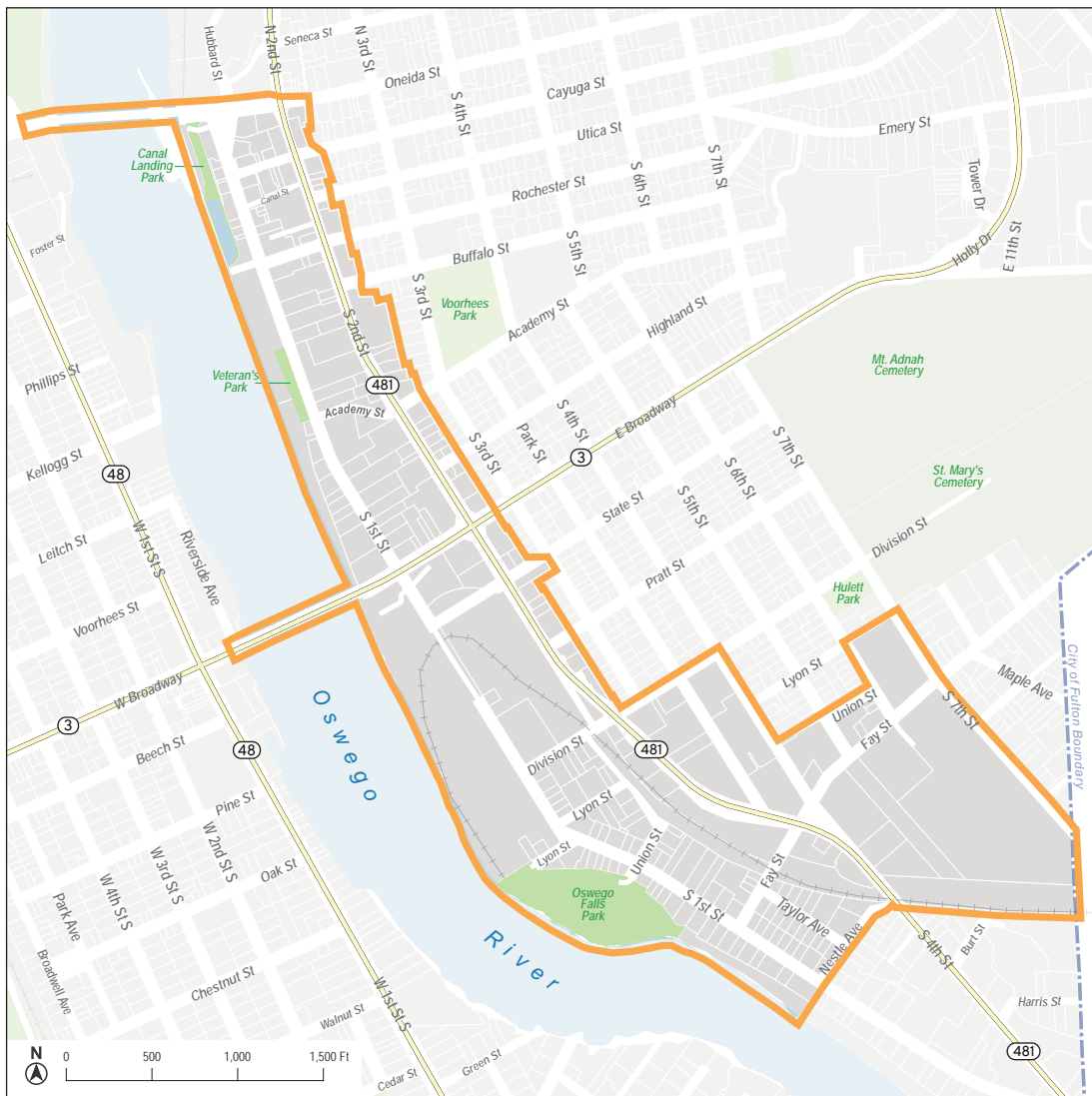
The CNY Regional Economic Development Council (REDC) selected the City of Fulton as the recipient of DRI Round Four funding based on an extensive application that highlighted Fulton's recent capital and private investments, the City's local capacity for project management, and perhaps most importantly, an engaged population eager to build on existing

community-based planning efforts. These factors have contributed to a strong sense of momentum within the City, with many community members eager to use the DRI program to build upon this progress. To guide the DRI process, a Local Planning Committee (LPC) was formed, comprised of community stakeholders representing business, education, arts, and civic interests. The LPC ensured that the DRI process represented the diversity found in the Fulton community, aided in public outreach efforts and provided critical local knowledge to inform the planning process and development of this Strategic Investment Plan (SIP).

STUDY AREA

The Fulton Downtown Revitalization Initiative (DRI) study area is approximately 185 acres in size, representing a diverse collection of community resources, local and regional economic assets, as well as significant redevelopment opportunities. This Strategic Investment Plan aims to leverage these existing assets and future opportunities to develop a synergistic collection of projects to spur Fulton's revitalization. The study area reflects the diverse needs of the community – and aims to balance significant capital investments and job creation along with community-driven placemaking and downtown design initiatives.

The study area focuses on the east side of the Oswego River and Oswego Canal waterfront. The boundary runs along the Oswego River (including the Oneida Street and Broadway bridges) from Oneida Street south to the former Nestlé site and includes South 1st Street and South 2nd Streets. The study area comprises roughly eight city blocks and includes Fulton's traditional downtown area and the NYS Route 481 business district.



City of Fulton DRI Study Area

COMMUNITY-DRIVEN PROCESS – PUBLIC OUTREACH

The success of Fulton's Downtown Revitalization Initiative (DRI) depends in large part on the input and feedback obtained from the Fulton community, which includes anyone who lives, works, or spends time within the City. A Public Engagement Plan was developed to ensure that the DRI process would be transparent, welcoming, and innovative, to garner the largest achievable cross section of input and ideas from the community. The Fulton DRI process is a bottom-up, community-driven process that relied on

engaging as many members of the Fulton community as possible, in person and online. Overall, the DRI public engagement was comprised of five methods of outreach, including: an open call for projects, monthly Local Planning Committee (LPC) meetings (open to the public), three community-wide public outreach events, one-on-one and small group stakeholder interviews/focus groups early in the process, and coordination with local municipal officials.

Based on feedback from City representatives and community stakeholders, meeting notices for each LPC and public meeting were posted on the State's DRI website (<https://www.ny.gov/downtown-revitalization-initiative/central-new-york-fulton>). Project materials, including electronic copies of materials presented at each LPC and public meeting, were posted on a dedicated DRI Project website (<http://www.FultonDRI.com>). This website also provided automated calendar links (e.g., Outlook, iCal, Gmail), allowing community members to save upcoming meetings in their digital calendars.

While these two websites served as the primary sources for accessing electronic copies of materials, the consultant team, with assistance from City staff, shared pertinent DRI information with other local community pages, including: the City's official web site <http://www.fulton.ny.gov>, <http://www.ILoveFultonNY.com> and <http://www.FultonCDA.com>, as well as the City's Facebook and Twitter pages. The City also regularly utilized press releases and newspaper postings through a variety of print and online media sources.



Public Meeting Number 1

CHALLENGES AND OPPORTUNITIES

CHALLENGES	OPPORTUNITIES
Lack of a true downtown/disjointed pattern of downtown development	Explore changes in downtown land use patterns that prioritize pedestrian activity and accessibility
Blighted and/or vacant properties	
Lack of shopping and restaurants in downtown core	Provide incentives and business development funds to businesses that contribute to an active and community-oriented downtown
Young people have been leaving Fulton	Leverage Fulton's existing businesses and workforce to create new economic opportunities within the community
Lack of tourism amenities, e.g., hotels, signage, boat rentals, recreational opportunities	Capitalize on the Oswego River/Canal waterfront, downtown historic district and Fulton's natural environment
Unattractive commercial buildings and parking lots in the downtown core	Celebrate Fulton's historic downtown and historic sites by incorporating historic design elements

VISION, GOALS & STRATEGIES

The City of Fulton Vision Statement was initially developed as part of its DRI application. Through the DRI process, the Vision Statement was further refined based on community and stakeholder feedback. The overarching sentiment of the Vision Statement – is to make Fulton an even better place to live, work and play, than it is today.

Our vision is to leverage Fulton's historic downtown waterfront and the economic drivers found in Fulton's health, service and manufacturing industries and its innovative entrepreneurs to enhance the City's natural and cultural attractions.

The LPC crafted the following goals and strategies to help develop and select projects that will help realize the City of Fulton's Vision. All of the projects included in this SIP meet one or more of the Goals listed below.

Goal: Make Fulton a place where people choose to live, work, and play.

Strategies:

- + Create housing choices that will encourage creative entrepreneurs, young professionals, and entry-level workers to invest and live in Fulton
- + Fill and redevelop Fulton's vacant commercial space
- + Expand arts, education, recreation, sports, and historical preservation offerings
- + Create gathering places to support more interaction between residents
- + Enhance existing aesthetics and infrastructure to attract visitors
- + Make the Route 481 and Route 3 corridors more walkable and bikeable

Goal: Stimulate job growth and retention.

Strategies:

- + Support legacy manufacturing and established economic sectors in the downtown such as the healthcare industry
- + Support workforce development and high-tech job training
- + Support recruitment of high-quality professionals
- + Support local entrepreneurship
- + Increase business investment

Goal: Upgrade downtown infrastructure to integrate 21st century technology.

Strategies:

- + Provide broadband and high-speed Wi-Fi to support existing and new businesses
- + Increase bandwidth availability to local businesses
- + Incorporate technology solutions that support city pedestrians, handicapped users, and bicyclists

Goal: Enhance the waterfront to increase visitors and boaters

Strategies:

- + Attract more outdoor community events in the downtown and along the waterfront
- + Increase development between the Oneida and Broadway bridges
- + Create connections between the Route 481 corridor and the downtown and waterfront areas by incorporating wayfinding signage and aesthetic improvements
- + Complete the trail network along the waterfront
- + Enhance the visibility of the waterfront
- + Provide greater accessibility and increased lighting to create a safe and welcoming environment

PRIORITY PROJECTS

In total, the LPC is recommending 19 priority projects for funding through the DRI. These projects represent a diverse cross-section of public, private and not-for-profit projects, selected primarily for their ability to enhance downtown Fulton and serve as catalytic community investments. This collection of projects was also designed to provide complimentary and synergistic benefits, highlighting the City's unique community assets and opportunities. The recommended projects are as follows:

1. Enhance the beauty and functionality of Fulton's waterfront for residents and visitors



Canal Landing Marina, located on the Oswego River and the NYS Canal System, is a municipal marina that is in need of significant renovation. This project, located in the heart of the downtown and centrally located on the main Pathfinder Canal Towpath Trail, lends itself to become a waterfront attraction to boaters, visitors, and residents alike. This project will transform the Marina and Canal Landing Park into a premium gathering location where the City and other entities can host water related events while providing boaters traveling the canal system a safe and vibrant stopover experience. Elements of this project include marina dock/slip replacement, restoration of the

historic pier/breakwater structure, infrastructure upgrades, redesign of plaza area, conversion of grass slope to a functional stadium seating amphitheater area, and upgrading the existing comfort station.

DRI Request: \$3,250,000

Total Project Cost: \$3,250,000

2. Expansion of Oswego Health essential services

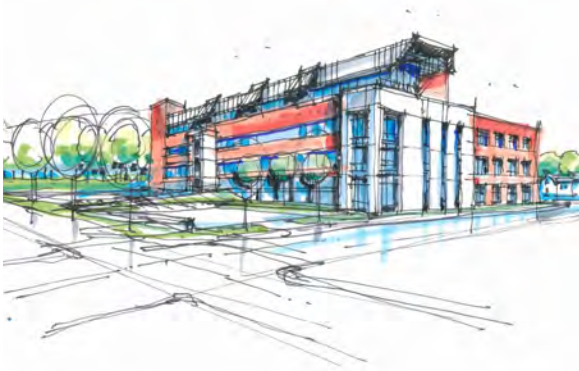
Oswego Health will expand health care services at its Fulton campus, bringing excellent advanced care and high-paying positions to the community. At this time, pending approval, the expansion of healthcare services at the Fulton campus will undergo facility upgrades that will transform the existing Oswego Health's Fulton Urgent Care Center facility into a free-standing Emergency Department that will provide care for those with unexpected illnesses and injuries.

DRI Request: \$2,000,000

Total Project Cost: \$3,271,000



3. Revitalize a vacant building on the former Nestlé site



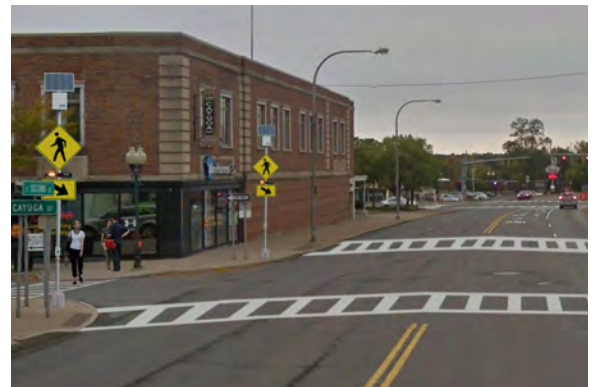
This project includes the redevelopment and repurposing of Building 30 on the former Nestlé site into a mixed-use development. This project will create new jobs and draw new residents into Fulton and help support a thriving downtown. Potential tenants that have expressed interest include a restaurant, gym, rock wall park, and a museum that will highlight the Nestlé history in Fulton. The upper floors will include a mix of office space and residential units.

DRI Request: \$1,500,000

Total Project Cost: \$12,000,000

4. Provide an enhanced environment for pedestrians and bicyclists along NYS 481

This project seeks to improve pedestrian and bicyclist safety along the 1-mile stretch of NYS 481 that traverses the DRI area. These enhancements will create a more inviting environment for pedestrians and bicyclists and will increase foot traffic in this area by a larger segment of the population. Initially, a traffic study will be completed to gauge the needs of both vehicle and pedestrian traffic on NYS 481 within the DRI boundary. The implementation of enhancements identified in the study will allow for continuous connections between residential neighborhoods, the future Multi-Use Trail Network, and the other DRI projects proposed in downtown Fulton.



DRI Request: \$1,000,000

Total Project Cost: \$1,000,000

5. Relocate the community YMCA to downtown Fulton



This project will provide a new home for the local YMCA right in the heart of downtown Fulton. The proposed redevelopment would include the creation of a full-service downtown YMCA facility, construction of a separate glass natatorium to house an Olympic-sized swimming pool, consolidation of existing Windstream offices, and the provision of additional retail space on the first floor facing NYS 481. The YMCA would be a long-term primary tenant of the building.

DRI Request: \$989,000

Total Project Cost: \$4,943,000



6. Develop a new manufacturing start-up facility on the former Nestlé site

The manufacturing start-up facility project will redevelop an approximately 3-acre vacant portion of the former Nestlé site into a modern, 30,000 SF manufacturing facility to attract and expand advanced manufacturing businesses in the City of Fulton. The project will build upon the site's storied manufacturing history and transform the vacant and blighted Nestlé site into a productive center with well-paying jobs. There

are several potential manufacturing tenants identified for this site that would retain good paying jobs as well as create new jobs in the City of Fulton and attract outside investment.

DRI Request: \$860,000

Total Project Cost: \$4,300,000

7. Construct multi-use walking trails within the DRI boundary

The project to complete the trail network within the DRI boundary can be broken into three parts: complete construction of the Pathfinder Canal Towpath Trail (South section from the Broadway Bridge to Nestlé Avenue which is the southern boundary of the DRI area); install bridge accent lighting on both sides of the Broadway Bridge and Oneida Street Bridge along the Canalview Bridge Walk Trail, located along the Oswego River and Canal in downtown Fulton; and replace the existing pedestrian fence on the Oneida Street Bridge which has corroded and is rusted along the pipe supports and brackets.

DRI Request: \$820,000

Total Project Cost: \$1,641,000



8. Create a Business Assistance Fund to provide resources and financial support to encourage downtown revitalization

The City of Fulton will establish a grant fund to offer assistance to eligible projects that will enhance and strengthen the Downtown Revitalization Initiative area. Eligible activities may include commercial interior and exterior building improvements

and soft costs; technical assistance for planning and development studies; and purchase of permanently installed equipment. The City will conduct outreach within the DRI boundary area to ensure that all property and business owners are aware of the availability of financial assistance.

DRI Request: \$750,000
Total Project Cost: \$1,500,000

9. Strengthen infrastructure of building & machinery at major manufacturing facility



This is an industrial project on the campus of Huhtamaki at 100 State Street in Fulton, NY. Huhtamaki is the largest manufacturing employer in the City of Fulton. This project will upgrade and improve existing buildings and machinery to support Huhtamaki's operations, including a new roof on the finished goods warehouse, outside beautification of the grounds and buildings, replacement of a failing and obsolete freight elevator, replacement of an electric sub-station, and electrical controls upgrades on machinery that is no longer supported by the original equipment manufacturers. Aesthetic site improvements will include pedestrian improvements along a cut-through currently utilized by many Fulton residents.

DRI Request: \$420,000
Total Project Cost: \$2,100,000

10. Create a multi-purpose space along the 481 corridor into downtown Fulton

This project will transform a neglected property into an aesthetically pleasing multi-purpose space on the NYS 481 corridor, that will effectively create a gateway into downtown Fulton. The proposed project will remove the walls of the existing building and replace the roof to create a large pavilion that will be used for covered parking and event space. The portions of the property that are currently paved will be converted to open green space to be used by residents and visitors to Fulton.

DRI Request: \$400,000
Total Project Cost: \$2,000,000



11. Raise the roof on arts and entertainment in the heart of downtown Fulton

CNY Arts Center purchased the former fabric store at 121 Cayuga St in June of 2018 and began conversion of the 7,500 SF two-story space into a multi-arts center providing arts programming in studio fine arts, culinary arts, writing and performing arts. This project represents Phase 3 of the conversion and includes new doors & windows, an internal sewer upgrade, Leveling the roof over the south side of the building and expanding the Mezzanine floor to create an additional 1,100 SF of usable space. This space will allow for an expanded tech booth, new balcony seating (40 seats), and a room to house additional programming.



DRI Request: \$352,000

Total Project Cost: \$440,000

12. Update and energize the library to improve accessibility and create a cultural destination for residents and visitors



New outdoor areas will connect to the Fulton multi-use trails project by creating inviting spaces to rest and relax along the paths. The public will be able to use these spaces for various purposes including, reading, holding meetings, musical performances, social gatherings, craft programs, and more. Improving the two emergency exit staircases will allow library visitors to safely exit the lower level of the building in the event of an emergency. Rebuilding these chimneys is a necessary safety precaution but will also help restore and display the impressive historic aesthetic of the building.

DRI Request: \$311,000

Total Project Cost: \$311,000

13. Upgrade internet services in the City of Fulton



This project will provide adequate and reliable internet technology in the downtown and greater DRI area. The lack of up-to-date fiber optic communications infrastructure on par with that provided in neighboring communities has been cited as a drawback to current downtown businesses and future downtown investment projects. In addition, a state-of-the-art downtown Wi-Fi system is needed. It is envisioned that the City of Fulton would install, maintain and provide a public Wi-Fi zone in the downtown and marina areas in partnership with local internet service providers.

DRI Request: \$200,000

Total Project Cost: \$200,000

14. Restore and transform an abandoned historic building into an inn and café

The Kings Road Inn will be a multi-use traditional inn and food service venue utilizing the unique historic building and property. The first floor will be dedicated to the food service portion of the business, which will start as a coffee lounge but expand as demand increases into a delicatessen and professional kitchen for catering. The second floor will be dedicated to the Inn portion of the business and will feature multiple rooms and/or suites. The daily operation of the Kings Road Inn will support and rely on other local businesses including florist, photographers, farmers, and local artists.



DRI Request: \$140,000

Total Project Cost: \$700,000

15. Provide fast casual food choices in downtown Fulton



The proposed project is located in Fulton's central business district on the busy NYS 481 corridor. This new counter service restaurant will allow diners to order a variety of fast casual menu options. Although the specific details of the menu offerings are not yet finalized, the focus of the menu will be to feature dishes that are globally influenced, yet still accessible to the masses. It is also proposed that this site will have an outdoor patio and a drive-thru pick up window for items ordered in advance online.

DRI Request: \$137,000

Total Project Cost: \$684,000

16. Redevelop a commercial building in the 481 Gateway Corridor

This project will rehabilitate and renovate the existing building at 310-312 Division Street inside and out to improve the aesthetics and complement the investments proposed as part of the improvements to the NYS 481 corridor into Fulton. Several new tenants have provided letters of interest to occupy the renovated space including a second location for The Good Guys Barbershop (original location in Oswego) and a proposed professional hair and beauty supply store. Businesses currently occupying the building, Upward Graphics and a psychiatric counseling office are proposed to remain, further anchoring the project.



DRI Request: \$112,000
Total Project Cost: \$559,000



17. Implement a community supported downtown and historic marker and signage program

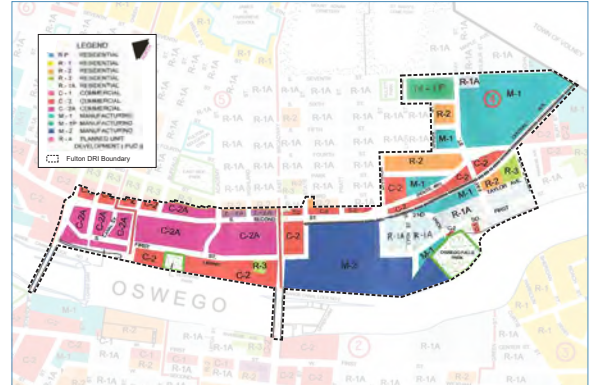
The City of Fulton has a rich history and a beautiful riverfront. In order to capitalize on its assets, the City of Fulton will hire a professional marketing team to create a marketing program, including new branding, to promote the historic downtown district, the Pathfinder Canal Towpath and Canalview Bridge Walk Trails, and the CNY Community Arts Center, among others,

to encourage tourism and downtown patrons. Marketing efforts will include the installation of historic markers at key locations throughout the downtown as well as the creation of events, ads, and web content to draw people to the downtown.

DRI Request: \$100,000
Total Project Cost: \$100,000

18. Update the City's Zoning Code to allow for infill mixed use development along S 1st Street

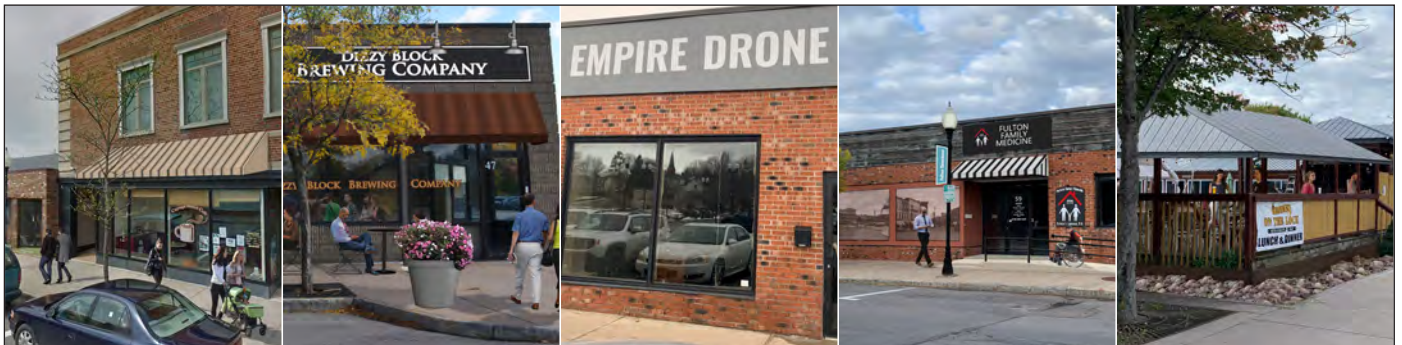
Fulton's downtown landscape has significantly changed through the years, resulting in the loss of the "downtown" feel along S 1st Street between Rochester Street and Academy Street. This section of S 1st Street is primarily lined with parking lots – both municipal and private. The City recognizes the potential to redevelop these parcels with mixed-use and other appropriate developments and return to a pedestrian-scale downtown. Updating the zoning code for areas located within the DRI area would allow property owners and future developers to transform this underutilized area while complementing the changes that are supported by the DRI process. The proposed Zoning Code update would also include downtown design guidelines that create attractive buildings, highlight the City's natural assets and preserve the characteristic features of Fulton's historic downtown.



DRI Request: \$100,000

Total Project Cost: \$100,000

19. Enhance Fulton's "Downtown Vibe"



This project consists of five smaller projects that together help create a true "downtown vibe". These projects are all located within a concentrated area in Fulton's downtown and will synergistically work together to attract new visitors to Fulton and provide new destinations, services, and attractions for residents and visitors. The five smaller projects include: Cayuga St Café, Dizzy Block Brewing, Empire Drone Company, Fulton Family Medicine Renovations, and Tavern on the Lock Expansion. The project is intended to support the ongoing revitalization of the downtown district through the restoration of historic buildings and establishment of new and/or expanded entertainment venues, food establishments, and small businesses.

DRI Request: \$185,000

Total Project Cost: \$924,000

MANAGEMENT AND IMPLEMENTATION OF DRI PLAN

Successful implementation of the proposed priority projects will require a carefully coordinated approach between the City of Fulton, local project sponsors, multiple NYS agencies and various community organizations. Whether public or private, each project selected for funding will enter into a contract with an assigned NYS agency. The overall management of this implementation process is critical to the success of individual DRI projects, as well as the City's broader revitalization efforts.

The City of Fulton has local capacity and experience managing significant projects – both private and public – and will utilize this experience to ensure consistency with the Fulton Strategic Investment Plan. Ultimately, successful implementation will require an approach that addresses both short-term considerations (i.e., project sequencing, coordination, and contracting) and long-term considerations (i.e., long-range economic development strategies/policies, local and regional partnerships).

Throughout the DRI process, one of the strongest aspects of Fulton's approach was the extent to which the City and LPC leveraged existing local and regional organizational structures. These existing partnerships will play a significant role in the successful implementation of priority projects. To this end, the City and LPC have discussed the delegation of project implementation for both public and private projects – assuring that each of the proposed projects has an appropriate local management entity and clear path to implementation.

SECTION 1

DOWNTOWN PROFILE & ASSESSMENT



DOWNTOWN PROFILE & ASSESSMENT

1.1 OVERVIEW

The City of Fulton formed in 1902 when the Village of Oswego Falls on the west bank of the Oswego River merged with the Village of Fulton on the east bank. The City is linked by its two major bridges: the “upper bridge” at Broadway and the “lower bridge” at Oneida Street.

The riverfront has always been the City’s defining feature: from its early days as a manufacturing center when the force of the river was used to power industrial equipment to the present when people are drawn to the natural beauty of the riverbanks to view the sunset or enjoy dining out in a restaurant. Even today, the river remains the focal point of efforts to reinvigorate public spaces, revitalize commercial strips and activate recreational opportunities.

The traditional downtown is composed of South 1st Street and South 2nd Streets (NYS Route 481), generally bound on the south by Broadway (NYS

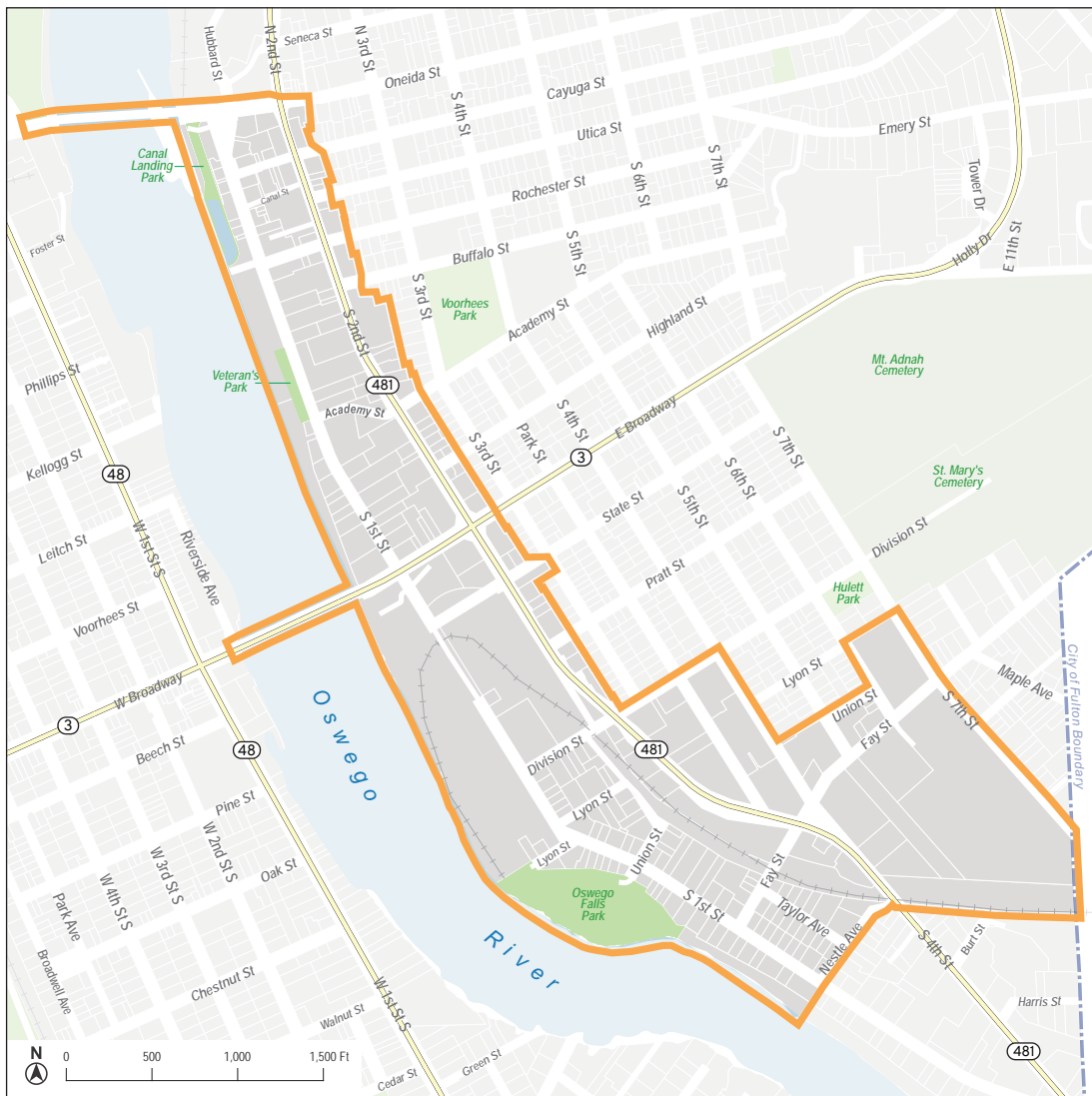
Route 3), and Oneida Street to the north. On Cayuga Street, one block south of Oneida Street one finds various retail stores and a new community arts center, while Route 481 is the main gateway into the City. The downtown offers restaurants, taverns, as well as retail shops and medical offices. Along South 1st Street, there are civic institutions such as City Hall, the public library and the U.S. Post Office, cultural institutions such the Pratt House historic museum as well as the headquarters of local banks and insurance companies.

Both South 2nd Street and Oneida Street have a more auto-oriented pattern of development, while South 1st Street offers a more inviting pedestrian environment. Single-family residential areas are primarily located on the eastern edge of downtown and the recent condo at the intersection of Cayuga Street and South 2nd Street is a model of future mixed-use development.

1.2 DRI STUDY AREA

The Fulton Downtown Revitalization Initiative (DRI) study area is approximately 185 acres in size, representing a diverse collection of community resources, local and regional economic assets, as well as significant redevelopment opportunities. This Strategic Investment Plan (SIP) aims to leverage these existing assets and future opportunities to develop a synergistic collection of projects to spur Fulton’s revitalization. The study area reflects the diverse needs of the community – and aims to balance significant capital investments and job creation along with community-driven placemaking and downtown design initiatives.

The study area focuses on the east side of the Oswego River and Oswego Canal waterfront. The Oswego Canal comprises approximately 24 miles of the northernmost segment of the Oswego River. The City of Fulton is home to two locks along the Canal (Lock 2 and Lock 3), which are located just south of the Broadway and Oneida Street bridges. Recognizing the importance of this active waterfront area, the DRI boundary runs along the Oswego River (including the Oneida Street and Broadway bridges) from Oneida Street south to the former Nestlé site and includes South 1st Street and South 2nd Streets. The study area comprises roughly eight city blocks and includes



City of Fulton DRI Study Area

Fulton's traditional downtown area and the NYS Route 481 business district.

The NYS Route 481 business district includes the Huhtamaki manufacturing facility, many retail establishments, as well as the former Nestlé site. This area has the opportunity to be developed with a wide range of uses from retail to medium scale manufacturing and is a key target for redevelopment within the City.

The study area also includes the City's highest concentration of historic resources, retail stores,

restaurants, banks, service organizations, and cultural attractions. There are also several recreational amenities within the study area, including the Pathfinder Canal Towpath and Canalview Bridge Walk Trails, Canal Landing Park and Marina, and Veterans' and Oswego Falls Park. A portion of the study area is a designated Opportunity Zone (Census Tract 211.01), as well as a designated Brownfield Opportunity Area (BOA). All proposed DRI projects are located within the DRI study area boundary.

1.3 STRATEGIC PLANNING AND INVESTMENT

Over \$90 million in new investment has occurred within the DRI study area during the past five years. Recent past investments have been made across a wide variety of industrial, commercial, energy and healthcare projects. Operation Oswego County – the County-wide economic development office – documented 30 projects in the City of Fulton from 2014 through May 2019 representing a total of approximately \$90.3 million of investments.

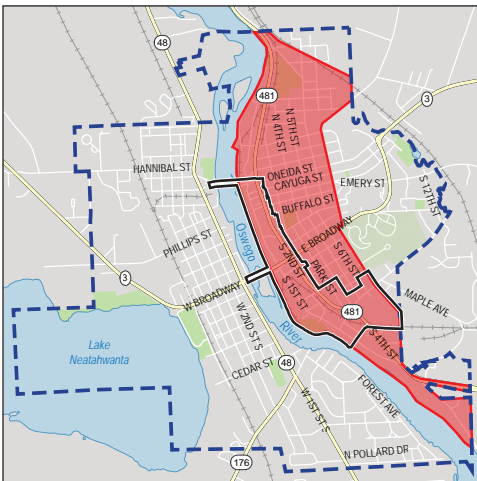
The City has capitalized on regional plans and initiatives that include the Central New York Regional Economic Development Council (CNYREDC) Five Year Strategic Plan, CNYREDC Urban Revitalization Initiative (URI) Plan, Brownfield Opportunity Area (BOA), Federal Opportunity Zone, the Oswego County Economic Advancement Plan and Fulton School Workshop partnerships. The City government has forged strong working relationships with Cayuga Community College, Oswego County Department of Community Development, Oswego County Tourism and Planning, Oswego County Industrial Development Agency, Operation Oswego County, Central New York Regional Planning and Development Board, New York State Department of State, and NYS Canal Corporation. The

City is currently in the final stages of completing its Local Waterfront Revitalization Program (p. 1-7) to advance waterfront development consistency.

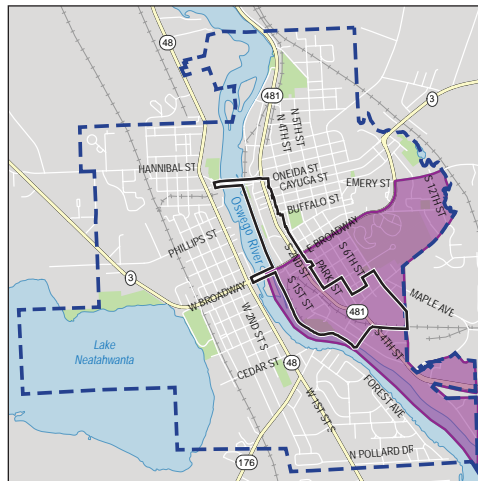
The plans for development in all areas of Fulton's downtown target many of the visions and goals put forth by the CNYREDC. The CNYREDC authored the Central New York Five Year Strategic Plan which includes: strengthen targeted industry concentrations, improve competitiveness in the regional, national and global economies, and revitalize the region's cores, main streets and neighborhoods.

There is a notable alignment between the industries that drive the Fulton economy and those that drive Central New York. Fulton's goal is to assist the major employers in the area to find the infrastructure, talent, and community support that they need to be successful while adding to residents' cultural experience and quality of life. Fulton is dependent on many regional resources, such as the Port of Oswego, and the region's extensive rail, telecommunications, and highway networks for its connections to the global economy. Making investments in these key industries will also enable Fulton to capture more of the vehicle traffic that flows through the City on a

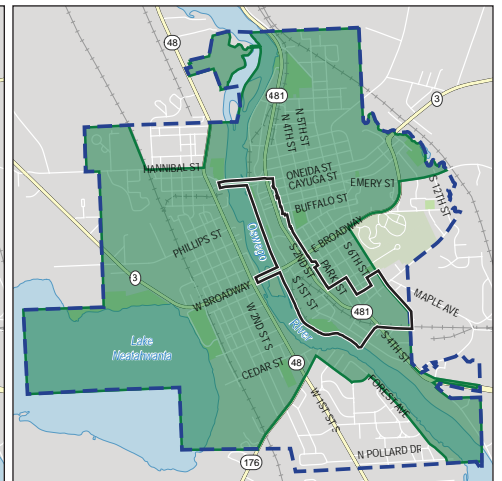
City of Fulton map with the DRI boundary and boundaries of other regional plans and initiatives



Brownfield Opportunity Area



Opportunity Zone



Local Waterfront Revitalization Program

daily basis and allow residents more options to shop and dine within the City limits to bolster the overall economy, enhance the City's ability to capture sales tax, and add to property values.

The strategic priorities of Central New York Rising, the CNYREDC Urban Revitalization Initiative plan, is supportive of growth in industries such as those in and around Fulton, which will generate more high paying jobs for the region. The first priority builds off the strategy to strengthen the region's agribusiness sector. This strategy will link directly and support the agricultural economic base of Fulton, both in its farms and its food processing operations. These operations can provide for a growing demand for employment in the City. The second strategic priority is to support the growth in Fulton of the Global Center for Unmanned Systems and Cross-Connected Platforms. Unmanned aerial systems (UAS) technology is expected to be the next great evolution of civil aviation in the United States. This industry has a presence in Fulton, with Empire Drone Company locating its headquarters in the downtown.

A select sampling of recent investments in Fulton is provided below:

Huhtamaki: Since 2010, Huhtamaki, which produces containers for the food industry, has invested over \$28.5 million in equipment and renovations to the plant and is seeking to hire additional skilled workers.



Huhtamaki Manufacturing Plant

K & N Foods: K & N initially invested \$5.2 million to purchase and equip the former Birdseye plant. They recently began a partnership with Martens Companies that will utilize the remaining 123,000 square feet of refrigerated space and to bring additional food processing on site. K & N is located outside of the DRI area, west of the Oswego River.

Brookfield Power: In 2015-2016 Brookfield Power invested in refurbishing two hydropower units on the Oswego River in Fulton, which after being dormant for five years were brought back online in 2018.

Cayuga Community College: CCC invested \$12 million to create a campus at a former shopping center adjacent to the City's entrance on NYS Route 481. CCC is located just outside of the DRI boundary.

Oswego Health: A new Center for Orthopedic Health recently opened in Fulton. The new center has robotic surgical equipment and state-of-the-art digital imaging technology.

CNY Community Arts Center: In 2018, the Arts Center purchased a 7,000 square foot building on Cayuga Street in downtown Fulton. With funding secured from private donations and grants, renovations totaling \$382,000 were completed and the renovated facility now houses a 90-seat theater, classrooms, a café, small black box theater, culinary kitchen and retail exhibit space.



Cayuga Community College

Former Nestlé Site: This 24-acre site holds the most potential for businesses seeking exposure on NYS Route 481. In 2016, the City utilized a \$350,000 Restore NY Grant as part of over \$4 million invested in the demolition and cleanup costs to prepare the site for productive use. The City is currently in negotiations to use an additional \$250,000 grant from the Northern Border Regional Commission's Economic and Infrastructure Development Investment Program. Awarded in 2017, these funds are earmarked to cover site infrastructure costs such as water, sewer and paving and will be leveraged with other funds to further develop the site.

Aldi Grocery Store: During 2017, Aldi invested \$2.2 million to build a new grocery store on the first parcel at the entrance of the former Nestlé site. The project utilized a local workforce development program to assist with the 20-25 full-time positions created.

Canal Landing: Canal Landing, a central downtown waterfront plaza, was rededicated and reintroduced during the NYS Canal Corridor Initiative in 1999. This area further benefited from a Restore New York grant that invested more than \$500,000 and reintroduced residential uses that were previously removed. Canal Landing is an active community space, providing accessible waterfront open space and serving as a important site for various community events and gatherings throughout the year.

Indian Point Landing: The City has invested over \$500,000 in Indian Point (at the north end of the City, outside of the DRI study area) by providing access to the river, a boat launch, a space for fishing, strolling and picnicking. Planned trails will serve to connect these amenities to this previous investment so that residents can more easily walk the length of the City along the Oswego River and Canal.

Brownfield Investment for Oswego River Hotel: A 4-acre vacant lot at the northern entrance of the City (just outside of the DRI boundary) situated along the Oswego River offers prime redevelopment potential

for water/tourism related activities. Brownfield funding has helped to clean up this site and helped to remove it from the EPA's listing of Superfund sites in 2015. City, State and Federal agencies have invested more than \$2 million for site cleanup and environmental monitoring.

Other investment within the DRI study area:

- \$1 million is being invested to construct a new building for Spectrum-Charter Communications on the former Nestlé parking lot.
- Hospitality Syracuse, Inc. has invested \$1.5 million to construct a new Taco Bell restaurant at 505 South Second Street.
- Lighthouse Property Development has invested \$450,000 for the construction of a new 1,800 square foot AT&T store at 355 South 2nd Street.
- Seymour Properties and McCue Dental have partnered to utilize a vacant commercial building to house a full-service dental office at 207 Utica Street.
- Oswego County Federal Credit Union invested over \$1 million to upgrade their building at 707 South 4th Street, including exterior landscaping.



Aldi Supermarket

1.4 INFRASTRUCTURE INVESTMENT

The City of Fulton has been making significant investments in infrastructure. Fulton takes a progressive approach towards infrastructure upgrades by maximizing the use of in-kind services, such as labor and equipment to complete major capital infrastructure projects. The City has been able to realize efficiencies with this method compared to bid/construction from a private company.

Fulton has invested more than \$2.4 million over the past five years in water and sewer line replacement in Fulton's downtown area. Additionally, by leveraging state and federal funds, all four of the City's bridges have been rehabilitated within the past five years, including the North 6th Street bridge over the CSX tracks, the Phillips Street bridge over Tannery Creek as well as the Broadway and Oneida Street bridges (with a total project cost of approximately \$1.2 million). Fulton's bridges are both visually and functionally critical pieces of infrastructure within the community - linking the east and west sides of the community for pedestrians, cyclists and motorists. Finally, within the last three years, the City has invested over \$1.1 million to upgrade and install new infrastructure to serve both business expansions and new housing throughout the entire City.

Fulton is currently working on several planning and infrastructure-related initiatives that will support the efforts of the Fulton DRI. The Fulton DRI is also bolstered significantly by the City's use of local community development funds, as well as grant funding from a variety of local, State, and federal agencies. The City has been able to leverage these grant funds to develop projects that enhance local assets, preserve valuable historic assets and address critical infrastructure needs.

The City of Fulton is finalizing a Local Waterfront Revitalization Program (LWRP) plan that builds from a draft plan that was submitted in 2005. The City recognizes the strengths that having an approved LWRP plan will provide to residents and visitors. More importantly, the LWRP provides a strategy for achieving a vision for managing Fulton's natural resources such as the Oswego River and Canal and Lake Neatahwanta (located along the City's western edge, outside of the DRI area).

Understanding the value of these waterways and the importance of appropriate regulations, local leaders pushed to designate both the Oswego River and Lake Neatahwanta as New York State Designated Inland Waterways. In January 2019, Governor Cuomo signed legislation authorizing the addition of these waterways, which will enable Fulton to further build upon its waterfront development and preservation goals. This important designation for both the river and lake will help protect Fulton's waterways, while at the same time helping to boost local economic, recreational, and conservation efforts.



Canal Lock 2 and Broadway Bridge

1.5 PHYSICAL CONDITIONS

The Fulton DRI study area represents a broad cross section of land uses, transportation networks, natural assets and public spaces. The most unique physical feature of Fulton is the Oswego River, which bisects the City and creates several distinct waterfront areas. Recognizing these waterfront areas as key assets, the City and the Fulton Footpaths organization have created a comprehensive, multi-use trail network that links together the waterfront, public spaces and the City's neighborhoods. The Fulton Multi-Use Trails Master Plan represents years of planning to create trails that highlight the City's natural assets and it represents the community's vision for a connected and accessible downtown area. Future planned connections include neighborhood trails linking Fulton's municipal parks (four within the DRI study area) and other key community spaces.

The City's downtown core is compact. One can walk from Oneida Street to Broadway along South 1st Street in about a 10-minutes (approximately one half-mile). In general, land uses are more compact and neighborhood-oriented within the northern part of the downtown and along South 1st Street, with footprints and lot sizes increasing towards the southern part of the downtown and along NYS Route 481. Buildings



Cayuga Street looking East from 1st Street



Shopping Center Strip along NYS Route 481

generally range from one to three stories with the exception of the 11-story Towpath Towers at the intersection of South 1st Street and Rochester Street. Most of the commercial businesses along the main corridors provide small parking lots for shoppers arriving by car, while sidewalks also line both sides of the streets in the downtown area. Standard-issue streetlights illuminate the City, while the northern portion of the study area is illuminated with attractive historic lamppost fixtures.

South 1st Street is particularly important to the City's revitalization goals, as it is both home to many of the City's historic properties, as well as the primary physical link between the downtown and the Oswego River.

The NYS Route 481 corridor serves as the primary entry point to the City, experiencing significant daily traffic (over 20,000 trips through this corridor per day) and provides a range of general commercial and industrial land uses. In general, NYS Route 481 is defined as a highway-commercial zone with shopping centers, fast-food restaurants and similar large footprint commercial operations, gas stations, a hotel and a new grocery store. However, there is also a significant amount of residential housing along

the NYS Route 481 corridor, both adjacent to the corridor and within a larger residential cluster located between NYS Route 481 and the Oswego River. These residences are generally older structures, in various states of upkeep, with some in disrepair and others well-maintained.

This mix of uses surrounding a regional highway has resulted in significant safety issues for the community. Pedestrian infrastructure is extremely limited, with much of the Route 481 corridor lacking sidewalks, safe crossings and appropriate signage. These issues are compounded by the significant snowfall the City receives each winter, forcing pedestrians to walk directly next to high-speed traffic. Currently, there are no bikes lanes within the DRI area.



Crosswalks at S. 1st Street & Cayuga Street

1.6 HOUSING

Housing within the City of Fulton is generally located along the periphery of the downtown area, organized in residential neighborhoods with primarily single- and two-family homes. Housing stock tends to be older within the City than in the surrounding County. There is a relatively limited amount of housing within the downtown core area, although recent residential construction at Canal Landing and on Cayuga Street/ South 2nd Street has introduced approximately ten new, market-rate residential units embedded directly within the downtown. While market-rate housing remains limited within the downtown area, these residential developments have generated high demand, indicating a potential area of growth for the City. Other multi-family structures are located throughout the City; however, most are less than three stories and feature a relatively small number of units. One exception is Towpath Towers, which is an 11-story/120-unit low-income senior housing facility located on Rochester Street in downtown Fulton.



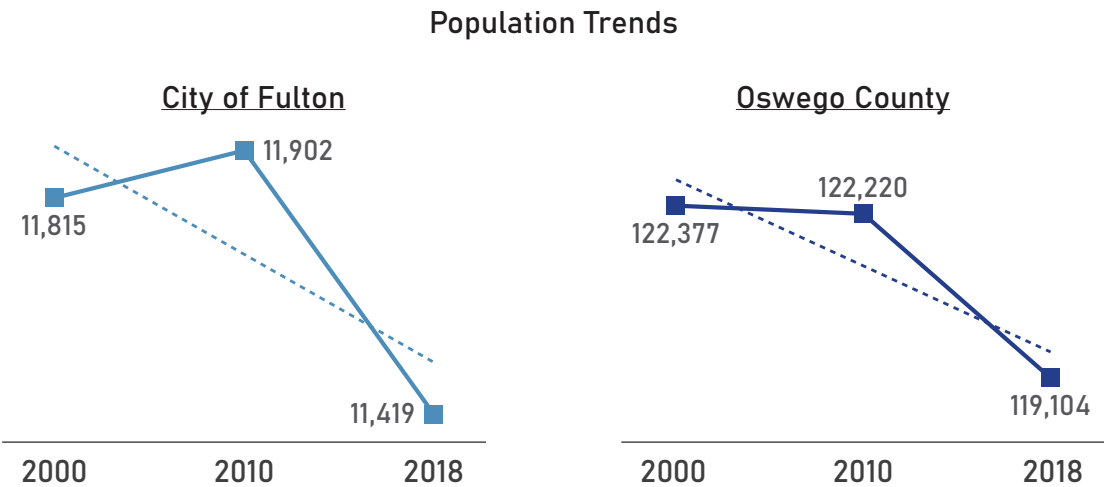
Towpath Towers at S. 1st Street & Rochester Avenue

1.7 Socio-Economic Characteristics

The DRI study area does not directly correspond to census tracts or block groups available from the U.S. Census Bureau. Further, the DRI study area does not contain an abundance of residential development due in part to past urban renewal efforts. Therefore, to discuss the population, this section will compare the City as a whole to the County.

Population Trends

According to the U.S. Census Bureau’s American Community Survey (ACS) 2018 5-year estimates, there were 11,419 people residing in the City of Fulton. This represents a 4.1% loss since the ACS 2010 5-year estimates, which is slightly greater than the rate of decline for Oswego County (2.5%) over the same period.

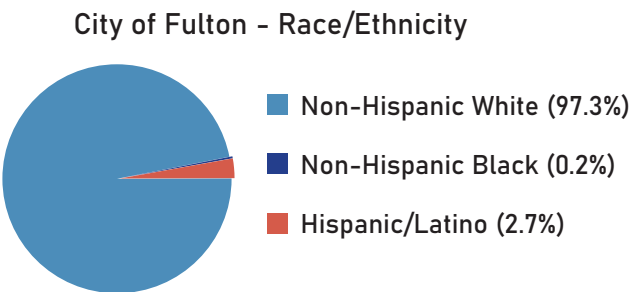


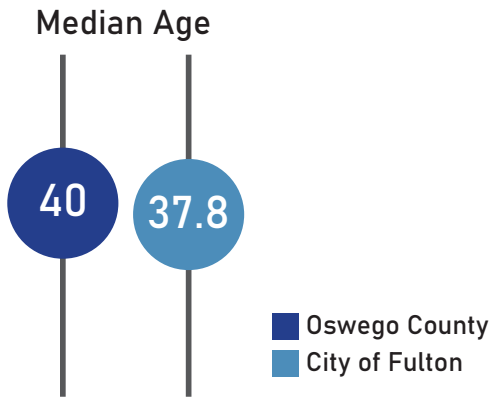
Veteran Status

Notably, approximately 9% of the City of Fulton population has veteran status, which is nearly two times the percentage of veterans as New York State. Oswego County is also home to a similar percentage of residents with veteran status. While the veteran population ranges widely in age, this significant population underscores the need for comprehensive health and social services within the City of Fulton.

Race/Ethnicity

The racial and ethnic makeup of the City is a majority 97.3% non-Hispanic white, with non-Hispanic black making up just 0.2%, and Hispanic/Latino accounting for 2.7% of the population. Oswego County has a similar makeup in terms of race and ethnicity.



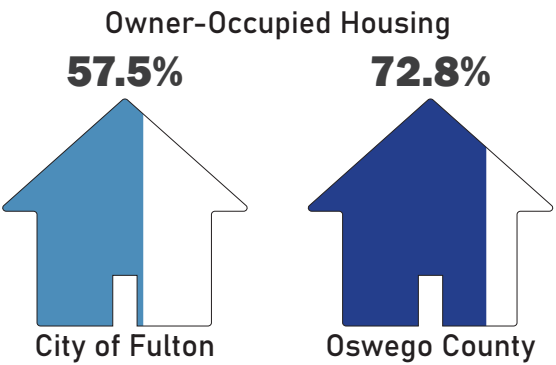
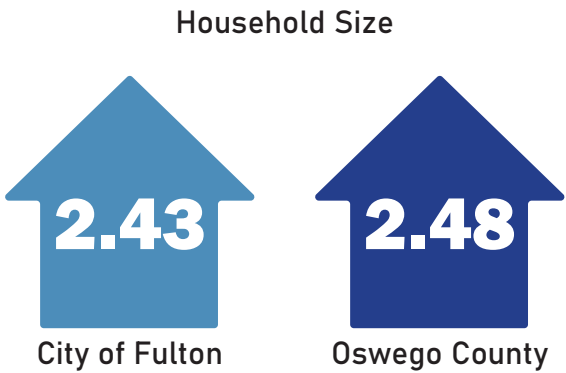


Age

The median age of the City is 37.8 years and approximately 71.8% of the population was over 21 years old, with approximately 14.9% of the population over 65 years old. The County, which has a median age of 40 years old, has slightly greater population of residents over 21 (72.8%).

Household Size & Composition

There are approximately 4,662 households residing in the City of Fulton. According to 2018 estimates, the average household size was 2.43. Of these households, approximately 36.4% had children under the age of 18 living with them. This is greater than the estimates for 2010, where the average household size was 2.32 and just 30.8% of households were living with children under the age of 18.



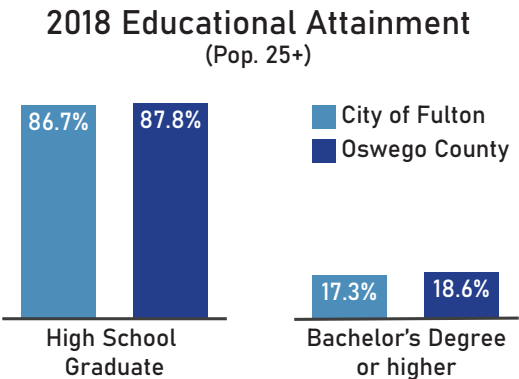
Housing Occupancy & Value

According to the 2018 ACS data, approximately 48% of the housing units are 79 years or older in the City of Fulton, compared to 29% for Oswego County. Of the 5,353 housing units located within the City of Fulton, 87.1% were occupied and 57.5% were owner-occupied. In Oswego County, of the 54,409 housing units, 84.6% were occupied and 72.8% were occupied by the property owner. Overall housing vacancy rates were slightly lower in the City of Fulton (12.9% vacant) compared to Oswego County (15.4% vacant).

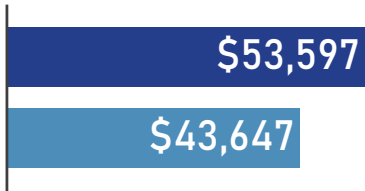
Median housing unit value of owner-occupied units is \$79,700 within the City of Fulton compared to \$102,000 in Oswego County. Overall, the City's older housing stock, along with relatively modest demand, have contributed to lower overall home values within the City compared to Oswego County as a whole.

Education

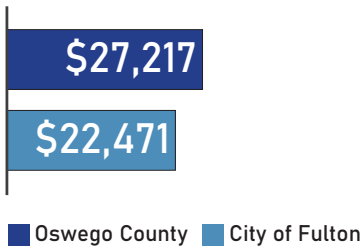
Educational attainment levels for the population 25 and older were similar in both the City of Fulton and Oswego County. 86.7% of City residents had achieved at least a high school degree, while 17.3% had a bachelor’s degree or higher. In Oswego County, 87.8% had completed their high school education and 18.6% received a bachelor’s degree or greater.



Median Household Income



Median Individual Income



Household Income

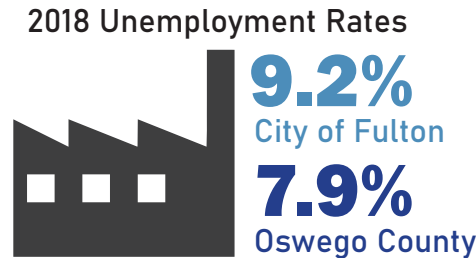
Median household income in the City is \$43,647, while median family income is \$53,619. Individual median income was \$22,471. These earnings are substantially less than those found in the County, where median household income is \$53,597, median family income is \$64,563 and individual median income was \$27,217.

Poverty

The City of Fulton has a poverty rate of 24.8%, which is significantly higher than Oswego County (16.1%) and New York State (14.6%). While this reflects a need for economic opportunities and growth, as well as the provision of essential health and social services, the City has made significant strides compared to the prior five-year ACS Census period (2010-2014), when the City’s poverty rate reached 32%. This is a positive trend in a relatively short period of time, reflecting the City’s recent economic development momentum.

Employment

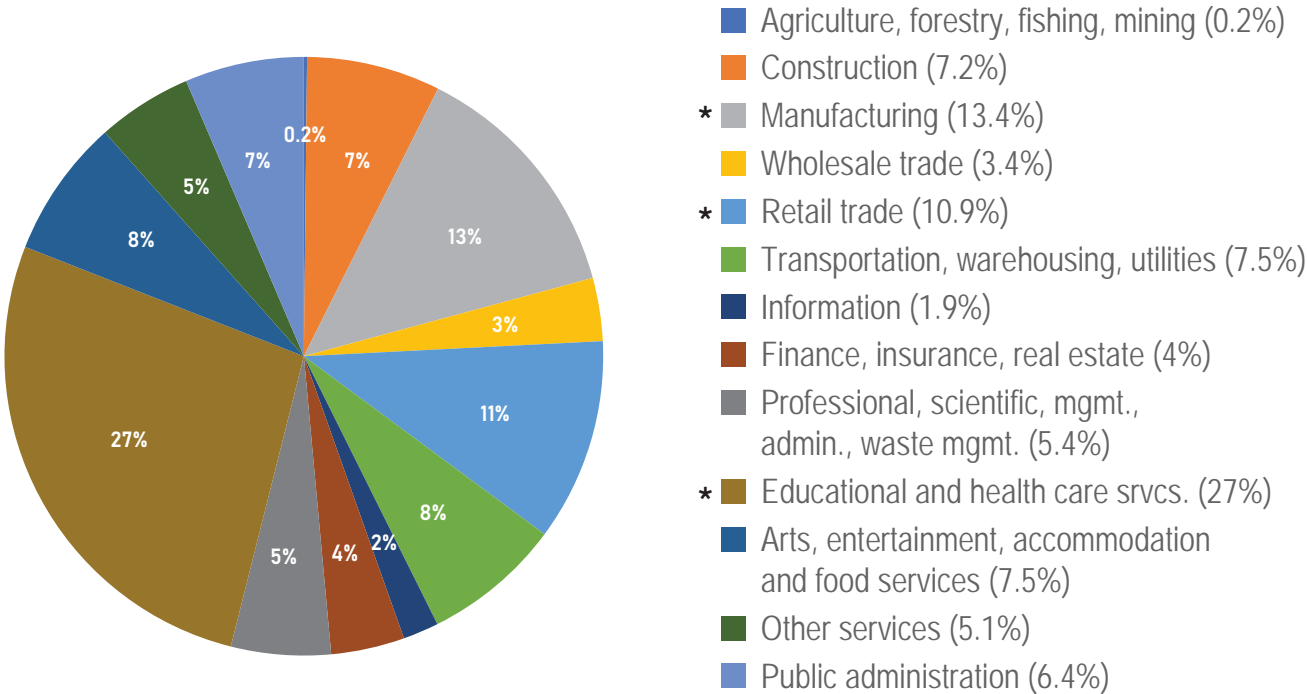
Approximately 58% of the population aged 16 and over participates in the labor force in the City of Fulton and the official unemployment rate for 2018 was 9.2%. This is a substantially higher unemployment rate than Oswego County, with a 7.9% unemployment rate, where nearly 60% of the same age group participates in the labor force.



Industry

According to the 2018 data, the largest employment sector of the City was “Educational services, and health care and social assistance” with approximately 27% of the total number employed, followed by “Manufacturing”, with approximately 13.4% and “Retail Trade” with 10.9%. The top three employment sectors for the County were the same, with “Educational services” employing 25.8%, and “Manufacturing” and “Retail Trade” each employing 11.9% of the labor force. In both geographies, the percentage of employment in “Educational services” increased since 2010, while employment declined in “Manufacturing” and “Retail Trade”.

City of Fulton - Industry
(Civilian Employed Population 16 years and older)



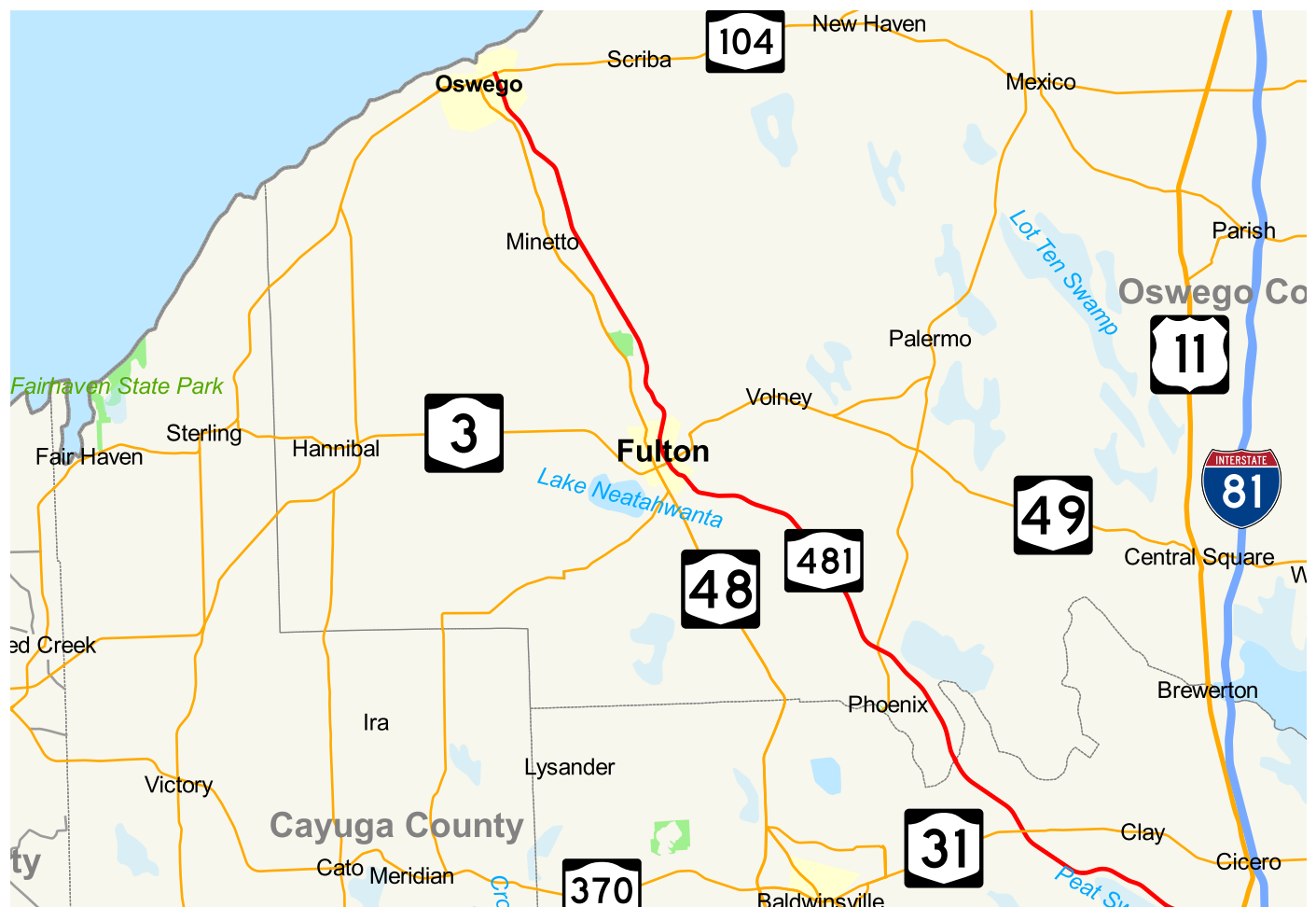
2018 ACS 5-year estimates

1.8 TRANSPORTATION AND TRANSIT NETWORK

The City of Fulton has a multi-modal transportation system that includes local bus routes, taxi cabs, rideshare services, and canal waterway travel. There are several park and ride destinations located throughout the City, which provide transportation to regional and county-wide attractions. While the downtown area accommodates pedestrian and bike circulation, it is quite limited, with high potential for safety issues near the NYS Route 481 Corridor.

NYS Route 481 is a limited-access highway that runs directly through the City, parallel to the Oswego River. It links Fulton with the City of Syracuse/Onondaga

County to the south and Lake Ontario/City of Oswego to the north. Downtown is also the intersection point of NYS Route 481, which provides a direct link from the City of Oswego to NYS Route 690 and NYS Route 3, an east/west highway to surrounding communities along Lake Ontario. A recent NYS Department of State traffic study estimated that more than 13,000 cars a day travel along the NYS Route 3 and NYS Route 48 intersection in downtown on the west side, and more than 21,000 cars a drive along Route 3 at the Route 481 intersection on the east side, also in the City's downtown.



1.9 HISTORIC CHARACTER

The City of Fulton contains a wealth of historic structures, including several examples of unique architecture dating back to the mid-19th century including the Italianate, Greek Revival, and Tudor Revival periods of architectural history. While many of the historic buildings in the downtown core were removed as a result of 20th Century urban renewal, several historic structures on South 1st Street remain, including the U.S. Post Office, Public Library, Pratt House (Fulton's historical society), Case-Lee House and the Fulton Savings Bank. The Post Office, Public Library and Pratt House are all on the New York State Register of Historic Places. While the Library and Pratt House have dedicated boards and volunteers, several properties, including the Case-Lee House, are in need of significant re-investment. The City and community have envisioned the establishment of a dedicated historic district centered around these unique properties.

Creation of a historic district will allow the City to maximize its use of federal and state historic preservation tax credits for economic development programs. Such programs include the New York State Main Street program and National Grid's Main Street funding initiative, both of which are designed to assist private developers and property owners with rehabilitation and redevelopment efforts.



Fulton Savings Bank



Pratt House Museum



Claudette's Flowers & Gifts

1.10 KEY INSTITUTIONS AND CULTURAL ATTRACTIONS



Fulton Public Library

The Fulton Public Library, completed in 1906 in the Beaux-Arts style, was designed and built by philanthropist Andrew Carnegie. This riverfront building was listed on the New York State and National Register of Historic Places in 1999. The library offers a full range of services, including access to computers and printers, inter-library loan and a specialized children's section.

The CNY Community Arts Center is located on Cayuga Street in the heart of downtown Fulton and offers theater and musical performances, art classes and literary events. Established in 2011, it is a



CNY Arts Center

volunteer-based organization that draws on Fulton's arts-minded citizens to deliver experiences to the both the local Fulton community and greater Central New York region.

Downtown Fulton is home to several popular, highly-visible public spaces, including Veterans Park, the Canal Landing Park and Marina and the City's multi-use trail network. Veterans Park is located along the Oswego River across from City Hall on South 1st Street. It contains memorial monuments, benches and shade trees. This park also serves as the geographic midway point of both the Canalview Bridge Walk and the Pathfinder Canal Towpath Trails – two of the City's most popular trails. In the center of downtown is the Canal Landing Park and Marina, which is home to concerts and events including the popular Tunes in June and many jazz and community band concerts. The City's parks are bolstered by the active Friends of Fulton Parks community group, which organizes events and volunteer initiatives to improve Fulton's parks.

Although it is located just outside of the Fulton DRI study area, Cayuga Community College (CCC) serves as a leading anchor institution within the Fulton



Entrance to Towpath Trail



Veteran's Park

community. Functioning primarily as a commuter college, CCC's Fulton campus opened in 2012 and had an enrollment of 698 students in 2019. Combined with the Auburn campus, online course offerings and the Cayuga Advantage program, CCC reached total enrollment of 3,669 for 2019. CCC has made major investments in its Fulton campus as well as specialized programming directly within the downtown core. Students can complete requirements for a host of degrees offered entirely at the Fulton campus, featuring classrooms, labs, student lounge space and event center, college bookstore and a sprawling learning commons at the heart of the campus.

In 2010, the Oswego Hospital purchased the former A.L. Memorial Hospital in Fulton and converted it to Oswego Health's Fulton Medical Center, an urgent care facility. While the medical center no longer offers inpatient services, significant medical services are still offered, including walk-in treatment. Adjacent to the Fulton Medical Center is an assisted-living facility that is currently under construction.

Fulton is home to many nearby farmers who grow fruits and vegetables. The City of Fulton and the Greater Oswego-Fulton Chamber of Commerce recognize the retail strengths of these surrounding



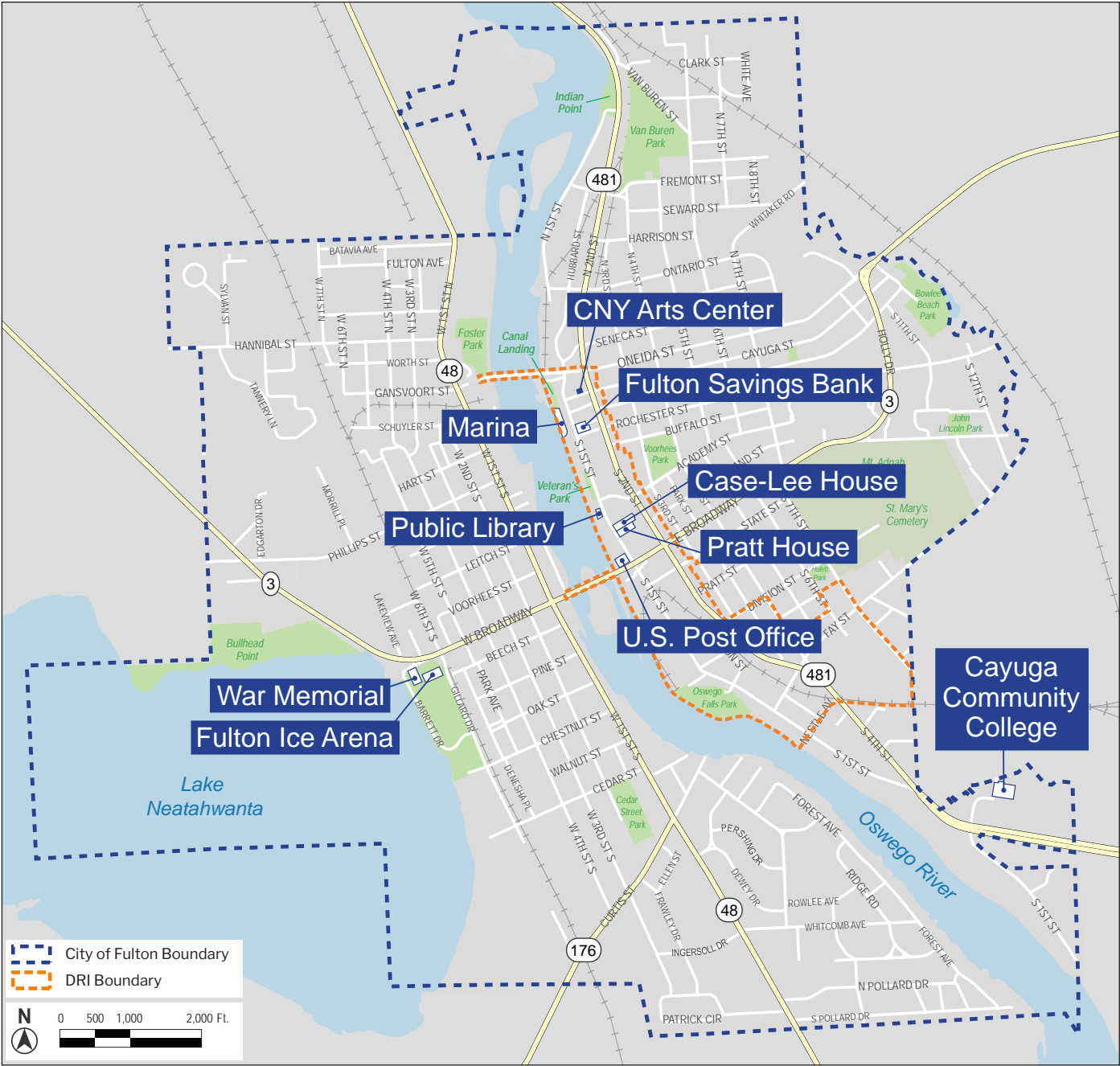
Oswego Health Urgent Care

farms and offer a large and growing Farmer's Market in downtown Fulton for six months each year. In 2019, funding was received from Oswego Health to expand the market to include additional offerings to market-goers.



Fulton seasonal decorations

City of Fulton - Key Institutions and Cultural Attractions



1.11 SIGNIFICANT EMPLOYERS AND JOB GROWTH

The City's largest employer is Huhtamaki, which produces containers for the food industry and provides approximately 450 full-time jobs located in downtown Fulton. K & N Foods, another major employer located in the former Birdseye plant, represents a successful example of the modernization of a legacy manufacturing property within the City. K & N Foods opened in 2015, providing 60 new jobs at the repurposed manufacturing facility. The largest employer within the professional services sector is Eastern Shore Associates, which is a major insurance broker headquartered in downtown Fulton. They have recently expanded and have over 80 total employees, including 45 at their downtown office.

In the "Five Year Strategic Plan: 2012-2016," the Central New York Regional Economic Development Council identified six "established and growing economic industry sectors" in the region. These six sectors are: clean energy, health, biomedical and biosciences, financial services, agribusiness and food processing. Not only are these sectors a priority for the State, but also for Fulton. Several of these sectors are represented within the DRI boundary, including the health sector, biomedical and biosciences, financial services and food processing. Other sectors, including clean energy and agribusiness, are located just outside of the DRI boundary. All of these sectors contribute significantly to Fulton's job growth and are well-positioned for expansion.

Growth in each of these six sectors is summarized below:

Clean Energy: Brookfield Power operates a one-megawatt hydroelectric plant on the Oswego River in downtown Fulton. Fulton is one of five (5) regional offices for Brookfield in New York State, employing over 40 people. Sunoco recently announced that the Attis Company will purchase the ethanol plant in the

neighboring Town of Volney and will invest \$8 million to double the production of corn-oil from 2 million gallons to 3.9 million. Attis also plans to invest an additional \$15-20 million for the creation of a biodiesel plant and will develop a capability to use a variety of biomass inputs, with an additional investment of around \$45 million. This is anticipated to create an additional 30 jobs at the Volney facility.

Health, Biomedical, and Bioscience: Oswego Health plans to continue the expansion of the medical center and its services, which will create an additional 24 jobs in Fulton. Next door, a new assisted living facility will create an additional 40 professional positions.

Financial Services: Fulton is a community-wide banking center with headquarters or major branches of banks, credit unions, insurance companies and telecommunications providers. Several of these companies have made significant recent investments in the community.

Agribusiness and Food Processing: Fulton continues to attract and maintain food processing operations. Martens Fresh is the latest to locate an operation in Fulton. Martens plans to introduce an additional 35-40 positions to their site along with a \$5 million investment. Additionally, Oswego Health provided funding in 2019 to support the expansion of the Fulton Farmer's Market.

Advanced Manufacturing: Fulton has several firms that have deep involvement with technology research and development. Universal Metal Works has doubled its business over the last five years with \$2.4 million investment including a 20,000 square foot building expansion for its custom metal fabrication business.

Destination Tourism: Fulton's natural waterfront assets of the Oswego River and Canal and Lake Neatahwanta provide an important base for tourism.

Current projects underway include the construction of the Pathfinder Canal Towpath and Canalview Bridge Walk Trails. Fulton’s comprehensive LWRP Plan will allow the City’s waterfront areas to be strategically

developed and will stimulate economic development by strengthening linkages between the City’s downtown and waterfront areas.

City of Fulton - Major Employers



1.12 MARKET ANALYSIS

In support of the development of this Strategic Investment Plan (SIP), 4ward Planning conducted a market study assessing development potential in the DRI study area. The market study analyzed socio-economic, labor and industry trends to understand near- and long-term regional demand drivers and identify market-receptive land uses within the Fulton DRI study area.

The market study analyzed conditions in the DRI study area compared to a several broader area markets, including primary and secondary markets. The primary market area (PMA), representing the catchment area where 70 percent or more of consumer patronage originates is defined as a 15-minute drive from the center of the DRI study area. Oswego County, which represents the secondary market area (SMA) is the larger catchment area from which Fulton City can compete for new residents and businesses. Broader study areas were also used in the full market analysis, including the three-county Syracuse Metropolitan Statistical Area (MSA), which consists of Onondaga, Oswego, and Madison Counties. Market study findings serve as a critical tool for identifying and evaluating potential investment projects for maximum impact within the DRI study area.

Multi-Family Housing

The City of Fulton has an opportunity to leverage its easy access to Oswego and Syracuse, as well as its lower cost of living to attract new business investment and residents. According to the market analysis, there is a “mismatch” between available housing unit size and the household size of the local population. In fact, the share of one- and two-person households (63%) in Fulton City is higher than the share of studio, and one- and two-bedroom units

combined (43%). Given the region’s large population of older adults (particularly those ages 65 and older), developing new low-maintenance multi-family housing targeted to this demographic could help meet regional housing demand. Approximately 72% of workers commute into the PMA and there is currently an estimated net demand for 940 residential units within the PMA. Fulton has the opportunity to capture some of this demand through rehabilitation or replacement of physically obsolescent housing. Assuming that between five and 10 percent of these units could be captured locally, the DRI study area could accommodate between 40 and 100 units.

Office

While Fulton is not generally perceived as a location for large-scale office development, there is small-scale office demand from allied health services (e.g., physicians’ offices and imaging centers), financial services, and insurance firms. Based on job growth projections within the health care and social assistance sector, there will be a net new demand for approximately 46,000 square feet of medical office space, 16,800 square feet of institutional office space, and 14,300 square feet of professional office space within the PMA by 2029. Some of this demand could be met by the proposed Oswego Health Urgent Care, Fulton Family Medicine, and 533 South 4th Street expansion projects. While there may be opportunities for medical office development to capitalize on the presence of existing medical and educational centers, unless the City attracts larger businesses in the types of industries that require new office space (e.g., professional, scientific, and technical services, management of companies and enterprises), office demand in the DRI study area will probably be small in scale and serve chiefly local markets.

Manufacturing

Although much of Fulton’s manufacturing base has closed or relocated over the last 50 years (most recently the closure of the Nestlé factory in 2003 and the Birds Eye plant in 2011), the City still retains some legacy manufacturing. While other cities have converted waterfront mill buildings into housing, Fulton has retained some manufacturing employers (e.g., Huhtamaki, Davis-Standard, K&N Foods) and more than a dozen machine shops and metal fabricators, all of which reside in or near the DRI study area. In 2017, manufacturing jobs represented 18.9 percent of the City’s total employment (compared to 14.5 within the PMA). Although Fulton’s manufacturing sector has shrunk in recent years (and is expected to decline within the Central NY region through 2026), it has not constricted as much as that within the rest of the State. Manufacturing jobs in the County average annual earnings of \$66,100, so the jobs created and retained as a result of additional investment in manufacturing (e.g., the proposed manufacturing start-up facility and Huhtamaki’s proposed upgrades)

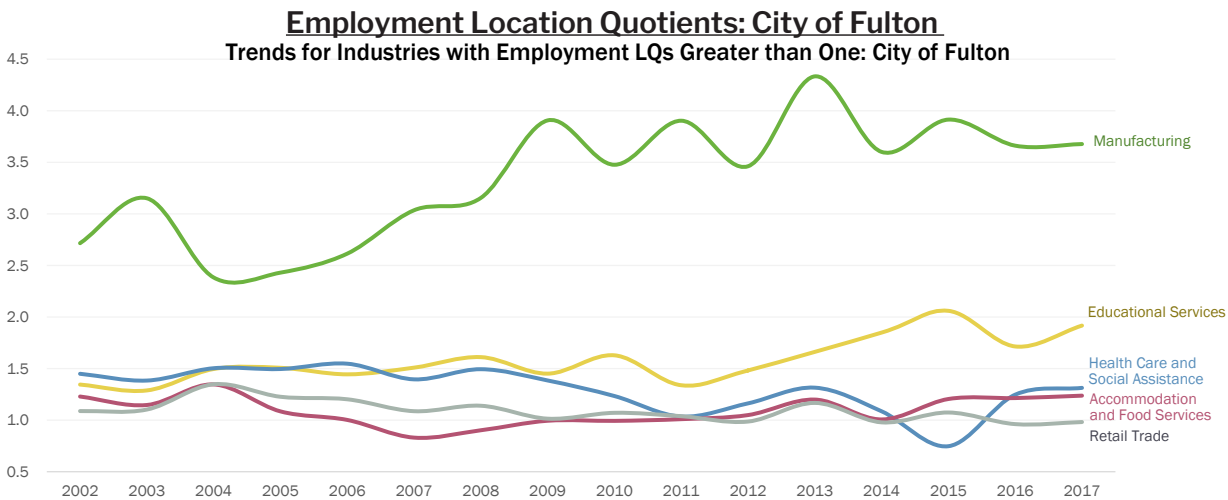
would provide middle income employment opportunities.

Retail & Entertainment

According to 2017 data provided by ESRI, the PMA is experiencing a surplus capture of retail sales in grocery stores, health and personal care stores, and restaurants and other eating establishments - meaning that people travel from outside the trade area to shop at these stores and/or people living within the trade area consume more than would be typically expected given their income levels. Based on retail supply/demand analysis, there is existing net retail store demand within the PMA to support four full-service restaurants and other eating establishments.

Located at the intersection of NYS Route 481 (north/south highway) and NYS Route 3 (east/west highway), the DRI study area offers ease of access to surrounding destinations and significant exposure to potential new regional-serving retail, entertainment, and recreation businesses.

As shown in the chart below, although Fulton’s manufacturing sector has shrunk in recent years, it hasn’t constricted as much as that within the State, resulting in an increasing employment LQ. For example, Fulton had a manufacturing employment LQ of 2.4 in 2004 compared to 3.7 in 2017. The concentration of educational services employment has also been increasing in recent years. Fulton had an educational services employment LQ of 1.3 in 2011 compared to 1.9 in 2017.



Employment Location Quotients - City of Fulton (Sources: U.S. Census Bureau, Center for Economic Studies, 4Ward Planning, Inc, 2019)

1.13 VACANT, UNDERUTILIZED AND/OR DEVELOPABLE LAND

Within downtown Fulton, there are multiple sites that are prime candidates for infill residential or mixed-use development. These sites are primarily used as parking lots and are immediately adjacent to retail and commercial services, walking trails, community facilities and churches. These sites include a mix of publicly- and privately-owned land. The City, through its zoning code provisions, as well as strategic planning initiatives, is particularly interested in achieving the optimal mix of development and public access along its key waterfront areas. These parking areas are considered heavily underutilized and

would work towards the City's strategy of leveraging its cultural and environmental assets for economic opportunities and growth.

The site with the most potential for commercial redevelopment is the 24-acre Nestlé site, which has high exposure along NYS Route 481. The goal of the City is to develop the NYS Route 481 side of the property for commercial development, and to use the balance of the property for manufacturing or other large footprint uses. While a few of the subdivided lots are now occupied, there are still major infill opportunities available on this site.



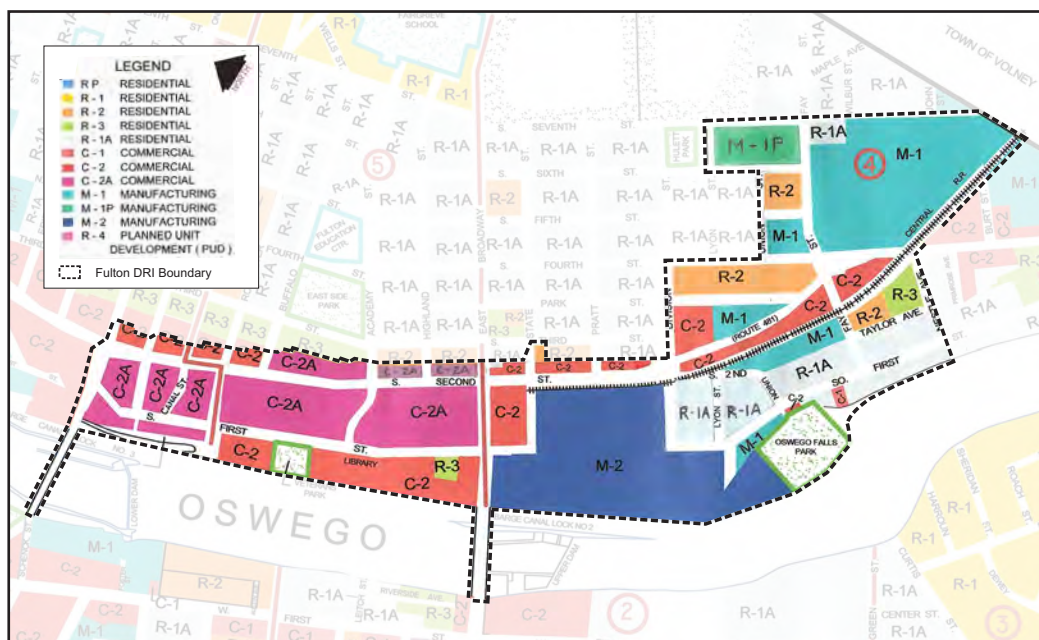
The Former Nestlé Site

1.14 REGULATORY FRAMEWORK

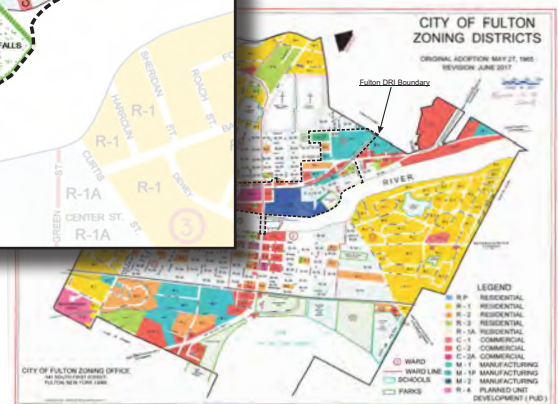
The City adopted new zoning provisions in 2018 that support mixed-use development in the central business district and riverfront area (C-2A Central Business District). In an effort to ensure that proposed development is consistent with current planning efforts, the City requires a special permit for any new construction on property adjacent to or fronting on the Oswego River. While the C-2A District is supportive of mixed-use development, there are several opportunities to expand the City's Zoning Code to include updated downtown design guidelines, further incentivize infill development and encourage pedestrian-scale land use patterns. Further study and code updates are required to address the large parcels and surface parking lots located in the core of downtown Fulton. Introducing mixed-use development and a pedestrian-scale environment

could be accomplished through a variety of land use tools, including property subdivisions, building siting/orientation regulations and the provision of new public open spaces.

In addition, the City's strategic planning efforts, including the Brownfield Opportunity Area Study (nomination completed in 2013) and Local Waterfront Revitalization Program update (nearing completion) will allow the City to better coordinate development and revitalization according to its overall vision. To prevent property blight caused in part by absentee landlords, the City adopted a local law prohibiting property managers of rental units from living more than 25 miles from Fulton. The City also passed a law prohibiting rental permits from being issued or renewed if back taxes are owed.



City of Fulton Zoning Map showing the DRI boundary



Zoning districts within the DRI area are primarily commercial in the area north of Broadway, and a mix of manufacturing, residential, and commercial districts south of Broadway. The area west of South First Street, between Oneida Street and East Broadway, is predominantly zoned for commercial uses (C-2), while the area east of South First Street is predominantly zoned for central business district uses (C-2A). Within the DRI area located south of East Broadway, there is a mix of manufacturing and industrial use districts (M-1 and M-2) and residential zoning districts (R1-A, R-2, and R-3). The southern tip of the study area, south of Fry Street is mapped for both manufacturing and commercial uses (M-1 and C-2).

R1-A

Intermediate Density Residential District

The R-1A Intermediate Density Residential District allows for single-family homes on a minimum lot size of 8,000 square foot, which is slightly more compact than the City's R-1 District (10,000 square foot minimum lot size). Maximum building height is 24 feet. Other uses such as places of worship, schools, hospitals, nursing homes, and medical offices are allowed with site plan approval from the Planning Commission.

R-2

Residential District

The R-2 Residential District allows for single- and two-family residential dwellings with a minimum lot size of 8,000 square feet. Maximum building height is 24 feet. Other uses such as places of worship, schools, hospitals, nursing homes, and medical offices are allowed with site plan approval from the Planning Commission. If any of these other uses involve property adjacent to or fronting on the Oswego River, such a use shall also be subject to special use permit requirements.

R-3

Residential District

The R-3 Residential District allows for single-family, two-family and multiple-family dwellings on medium-size lots. Minimum lot size is regulated according to the number of dwelling units – 2,400 square feet per dwelling unit. Maximum building height is 24 feet. Other uses such as places of worship, schools, hospitals, nursing homes, and medical offices are allowed with site plan approval from the Planning Commission. If any of these other uses involve property adjacent to or fronting on the Oswego River, such a use shall also be subject to special use permit requirements.

C-2

Commercial District

The C-2 Commercial District provides for a wide variety of business uses. Allowable uses in the C-2 District include retail stores, restaurants, theaters, business or professional offices, banks, parking garages, personal service establishments, laundry or dry-cleaning establishments, printing shops, hotels, business services, auto, boat, trailer or mobile home sales lots, as well as other commercial uses. A special permit is required for convenience stores, new or used motor vehicle retail sales, auto body shops, new construction, and for property adjacent to or fronting on the Oswego River. Maximum building height within the C-2 District is 24 feet.

C-2A

Central Business District

The C-2A Central Business District provides for a limited variety of small businesses and mixed residential uses in close proximity to one another. Allowable commercial uses within the C-2A District are generally classified as smaller, neighborhood-scale businesses, including retail stores, restaurants,

professional offices and theaters. A unique distinction of the C-2A zoning district is that it allows mixed-use structures with residential dwellings permitted above the first floor in existing buildings and in multistory buildings taller than 30 feet in height. A special permit is required for convenience stores, new construction, and for property adjacent to or fronting on the Oswego River. Maximum building height within the C-2A District is 48 feet.

M-1

Manufacturing/Industrial District

The M-1 Manufacturing/Industrial District allows for industrial manufacturing, processing and production facilities. The following uses are allowed, subject to site plan approval by the Planning Commission, in the M-1 District: manufacturing, processing, packaging, production or assembly facility, motor freight or truck terminal, bottling company, wholesale/retail storage facility, auto or truck repair facility, research and development facility and industrial bakery. Similar to the C-2 District, a special permit is required for

convenience stores, new or used motor vehicle retail sales, auto body shops, new construction, and for property adjacent to or fronting on the Oswego River. In the M-1 district, principal buildings shall not exceed four stories or 48 feet in height and accessory buildings shall not exceed three stories or 36 feet in height.

M-2

Manufacturing/Industrial Planned Unit Development (PUD) District

The M-2 Manufacturing/Industrial Planned Unit Development (PUD) District allows for large-scale manufacturing/industrial development of a type and/or density that would not be permitted on other manufacturing/industrial land. Any use allowed in the M-1 district is also allowed in the M-2 district and any prohibited use in the M-1 district is also prohibited in the M-2 district. In the M-2 district, principal buildings shall not exceed four stories or 48 feet in height and accessory buildings shall not exceed three stories or 36 feet in height.

1.15 ENVIRONMENTAL CONSTRAINTS

The City of Fulton completed a Brownfield Opportunity Area (BOA) Nomination Study in December 2013 and received official designation of the area in 2015. The BOA study, titled “A Canal City’s Revitalization Plan,” focused on four distinct sub-areas within the City, including: The Northern Waterfront, the Southern Gateway, the Nestlé site and the Downtown Core. In total, the study identified 43 underutilized and/or strategic brownfield sites with strong redevelopment potential. While the Northern Waterfront sub-area is located outside of the DRI Study Area, a significant number of the potential redevelopment sites identified in the BOA study are

located within the Fulton DRI boundary. In general, the sites identified within the Fulton DRI Boundary do not have the same environmental constraints or remediation requirements as some of the sites along the Northern Waterfront.

The primary environmental concerns within the Downtown Core, Nestlé Site and Southern Gateway sub-areas are largely those associated with older buildings, such as asbestos, lead paint, or infrastructure deficiencies. In general, these concerns are not significant enough to deter development, and most developers are aware of these potential issues and required mitigation needs.

1.16 CHALLENGES AND OPPORTUNITIES

Challenges and opportunities for the City of Fulton were developed primarily through public feedback collected during Public Meeting #1 and refined further with LPC input. These challenges and opportunities were used to develop more detailed goals and strategies and played a significant role in shaping the priority project proposed for funding.

CHALLENGES	OPPORTUNITIES
Lack of a true downtown/disjointed pattern of downtown development	Explore changes in downtown land use patterns that prioritize pedestrian activity and accessibility
Blighted and/or vacant properties	
Lack of shopping and restaurants in downtown core	Provide incentives and business development funds to businesses that contribute to an active and community-oriented downtown
Young people have been leaving Fulton	Leverage Fulton's existing businesses and workforce to create new economic opportunities within the community
Lack of tourism amenities, e.g., hotels, signage, boat rentals, recreational opportunities	Capitalize on the Oswego River/Canal waterfront, downtown historic district and Fulton's natural environment
Unattractive commercial buildings and parking lots in the downtown core	Celebrate Fulton's historic downtown and historic sites by incorporating historic design elements

A scenic view of a lake with autumn foliage in the foreground and a blue sky with clouds in the background. The foreground is filled with vibrant red and orange leaves of shrubs and trees. The lake is calm, reflecting the sky. In the distance, a line of trees and a few buildings are visible on the opposite shore. The sky is a mix of blue and white clouds.

SECTION 2

DOWNTOWN VISION, GOALS & STRATEGIES

VISION, GOALS & STRATEGIES

2.1 VISION STATEMENT

The initial version of the City of Fulton's Vision Statement appeared in its Downtown Revitalization Initiative (DRI) application. The statement was modified several times based on community and stakeholder feedback, but still retains the overarching sentiment of the original statement – to make Fulton an even better place to live, work and play, than it is today.

Our vision is to leverage Fulton's historic downtown waterfront and the economic drivers found in Fulton's health, service and manufacturing industries and its innovative entrepreneurs to enhance the City's natural and cultural attractions.



Canal Lock 2

2.2 GOALS & STRATEGIES

The LPC crafted the following goals and strategies to help develop and select projects that will help realize the City of Fulton's Vision. All of the projects included in this Plan meet one or more of the Goals listed below.

GOAL 1: MAKE FULTON A PLACE WHERE PEOPLE CHOOSE TO LIVE, WORK, AND PLAY

- + Create housing choices that will encourage creative entrepreneurs, young professionals, and entry-level workers to invest and live in Fulton
- + Fill and redevelop Fulton's vacant commercial space
- + Expand arts, education, recreation, sports, and historical preservation offerings
- + Create gathering places to support more interaction between residents
- + Enhance existing aesthetics and infrastructure to attract visitors
- + Make the Route 481 and Route 3 corridors more walkable and bikeable

This goal supports the Vision by attracting people to Fulton's downtown. Whether they are here to live, work, or experience Fulton's natural beauty and other attractions, increasing the number of people in the downtown area will create a bustling destination where people will want to spend their time and money.

GOAL 2: STIMULATE JOB GROWTH AND RETENTION

- + Support legacy manufacturing and established economic sectors in the downtown such as the healthcare industry
- + Support workforce development and high-tech job training
- + Support recruitment of high-quality professionals
- + Support local entrepreneurship
- + Increase business investment

This goal supports the Vision by continuing the City of Fulton's strong legacy of manufacturing, while evolving to attract jobs in additional industries such as healthcare and technology.

GOAL 3: UPGRADE DOWNTOWN INFRASTRUCTURE TO INTEGRATE 21ST CENTURY TECHNOLOGY

- + Provide broadband and high-speed Wi-Fi to support existing and new businesses
- + Increase bandwidth availability to local businesses
- + Incorporate technology solutions that support city pedestrians, handicapped users, and bicyclists

This goal supports the Vision by utilizing modern technology enhance the experience of everyone in Fulton's downtown. Providing fast and reliable internet connections will allow more technology-based businesses to located in the downtown. Modern pedestrian improvements will enhance the experience and safety of those visiting downtown Fulton regardless of their level of mobility, removing roadblock that may currently exist.

GOAL 4: ENHANCE THE WATERFRONT TO INCREASE VISITORS AND BOATERS

- + Attract more outdoor community events in the downtown and along the waterfront
- + Increase development between the Oneida and Broadway bridges
- + Create connections between the Route 481 corridor and the downtown and waterfront areas by incorporating wayfinding signage and aesthetic improvements
- + Complete the trail network along the waterfront
- + Enhance the visibility of the waterfront
- + Provide greater accessibility and increased lighting to create a safe and welcoming environment

This goal supports the Vision by attracting people to one of the greatest assets in Fulton – the waterfront. The strategies outlined above will help transform the waterfront into a more user-friendly destination where residents and visitors will be able to congregate for concerts, markets, and other gatherings, as well as visit local restaurants and attractions.

An aerial photograph of a city, likely Denver, showing a river (the Platte River) flowing through the center. A bridge crosses the river. The city is densely packed with residential and commercial buildings. A large, dark blue semi-transparent rectangle is overlaid on the right side of the image, containing the title text.

SECTION 3

DOWNTOWN MANAGEMENT & IMPLEMENTATION STRATEGY

DOWNTOWN MANAGEMENT & IMPLEMENTATION STRATEGY

3.1 OVERVIEW

Successful implementation of the proposed priority projects will require a carefully coordinated approach among the City of Fulton, local project sponsors, multiple NYS agencies and various community organizations. Whether public or private, each project

will be part of a contract with an assigned NYS agency. The overall management of this implementation process is critical to the success of individual DRI projects, as well as the City's broader revitalization efforts.

3.2 IMPLEMENTATION APPROACH & STRATEGY

One of the primary goals of the DRI program is to create synergy among the proposed projects – meaning that the State will ultimately select a collection of projects, which together, will provide the most impactful results. However, regardless of the final project collection, the planning related to project implementation will be one of the most critical factors in the success of Fulton's DRI. The City of Fulton has the local capacity in managing significant projects – both private and public – and will utilize this experience to ensure consistency with the Fulton SIP.

Ultimately, successful implementation will require an approach that addresses both short-term considerations (i.e., project sequencing, coordination, and contracting) and long-term considerations (i.e., long-range economic development strategies/policies, and local and regional partnerships). While this section of Fulton's Strategic Investment Plan generally focuses on short-term implementation

strategies related to the proposed priority projects, it also outlines the City's long-term approach towards growth and development.

Throughout the DRI process, one of the strongest aspects of Fulton's approach was the extent to which the City and LPC leveraged existing local and regional organizational structures. From the City's initial DRI Application to on-going project planning work, Fulton's DRI process has included complex partnerships between a wide range of entities. These existing partnerships will play a significant role in the successful implementation of priority projects. To this end, the City and LPC have discussed the delegation of project implementation strategies for both public and private projects – assuring that each of the proposed projects has an appropriate local management entity and clear path to implementation.

3.3 LOCAL ORGANIZATIONAL & MANAGEMENT CAPACITY

The City of Fulton has extensive experience with community development, grant procurement and administration, as well as management of municipal projects. The Fulton Community Development Agency (CDA) serves as the primary grant administrator for the City of Fulton. As such, the Fulton CDA is committed to playing an integral role throughout the DRI process. Utilizing the CDA's extensive experience and organizational framework will ensure continuity in the management of projects and their various sources of funding.

The DRI implementation process will also rely upon coordination and participation among the following entities: Mayor and Council, City Chamberlain/Clerk, City Attorney, City Zoning, Parks and Recreation, Department of Public Works, Oswego County Planning and Community Development, Oswego County Legislature, County of Oswego Industrial Development Agency, Operation Oswego County and Central New York Regional Planning and Development Board Staff. Together, these entities have successfully administered numerous state and federal funded grant programs including: U.S. Department of Housing and Urban Development programs, NYS Canal

Corridor Program, Community Development Block Grants, NYS Home Program, New York Main Street, Restore NY, Department of State Environmental Protection Fund (EPF), NYS Canal Corporation initiatives, NYS Attorney General Local Initiatives Support Corporation Program, NYS Homeowner Protection Program and the NYS Records Retention Program.

Throughout the DRI planning process, these City agencies and resources have played an important role in formulating projects and providing the organizational capacity to ensure the success of DRI projects. Along with City leadership, a Local Planning Committee (LPC) has been assembled to work with NYS agency staff and the consultant team. The LPC includes a diverse collection of Fulton community members – each representing a critical piece of the Fulton community. The Committee includes business owners, stakeholders, community organization leaders and local and regional officials. LPC meetings and work products utilized an open and collaborative process, building upon Fulton's DRI application and other prior planning efforts.

3.4 PUBLIC PROJECTS

Eight (8) of the 19 proposed priority projects are classified as public projects on public land. In general, the implementation of public projects will fall under the oversight of the City of Fulton and its various agencies and departments. The City has extensive experience in the management and implementation of public projects. This experience is especially valuable for some of the larger, more complex public projects such as the marina and waterfront improvements, 481 Corridor enhancements and the multi-use walking trail expansions. The multi-use trail project, in particular, involves the management and administration of both previously-awarded grant funds from many different agencies, as well as potential future grants – all of which must be coordinated with the requirements of the DRI process. The City of Fulton is well-versed in managing these types of complex public projects,

utilizing departments and agencies such as the Department of Public Works (DPW) and the Fulton Community Development Agency (CDA).

Oversight for the implementation of the proposed Business Assistance Fund would be provided primarily through the Fulton Community Development Agency. This organization, which is located in downtown Fulton, frequently serves in this capacity – coordinating between private business/property owners, local stakeholders and regional/State entities. The CDA functions as the community development office for the City, providing grant administration services, management of downtown funds and long-term planning support.

3.5 PRIVATE PROJECTS

Eight (8) of the 19 proposed priority projects are considered private projects. Private projects are located on privately-owned land within the Fulton DRI Boundary. To effectively implement and manage private priority projects, project sponsors will work closely with the City of Fulton, their assigned NYS contracting agency (depending on project type, private projects are typically overseen by New York State Homes and Community Renewal (HCR) or Empire State Development (ESD)) and local entities/partners to ensure the success of these projects. As the LPC chose to cap the percentage of DRI funds for private projects at 20%, proposed

private projects typically involve additional funding sources or project partners. While these financing arrangements can introduce additional complexity to the implementation process, such projects help to fulfill the DRI goals of leveraging outside funding and stimulating local economic activity. The City of Fulton anticipates providing assistance to private project sponsors to ensure that all DRI requirements, as well as local regulations, are met at each step of the implementation process.

3.6 Non-Profit Projects

Three (3) of the 19 proposed priority projects will be managed by non-profit organizations. These projects will be similar to private projects in terms of implementation structure and partnerships. However,

given the financial challenges of running non-profit organizations, two of these projects have requested a significantly higher percentages of DRI funding to ensure their long-term success.

3.7 Long-Term Strategy

Even with these local organizations in place to assist with short-term implementation and management of DRI projects – the City and LPC members identified the potential benefits of continuing to meet to assist with implementation and long-term management of projects and the City's broader economic development strategies. Whether this group retains all members of the LPC, or a core group is formed, the continuance of such a committee could provide several benefits, both for DRI implementation and the City's long-term revitalization efforts. As throughout the DRI process, committee members would continue to serve as liaisons between the City, project sponsors and the general public. This proposed committee would keep the public informed and help maintain

momentum and would take advantage of the wide range of expertise in Fulton. The committee would leverage the specific experience of individuals with backgrounds in the implementation of both public and private projects. Such a committee could include construction management experience (to assist with contracts, bids, scheduling), economic development experience (to assist with leveraging of outside funds, project synergy, sequencing) as well as more targeted expertise (such as experience in managing arts and cultural projects). Lastly, such a committee would provide the framework for Fulton to continue its economic revitalization efforts after the DRI process concludes.

SECTION 4

PUBLIC INVOLVEMENT



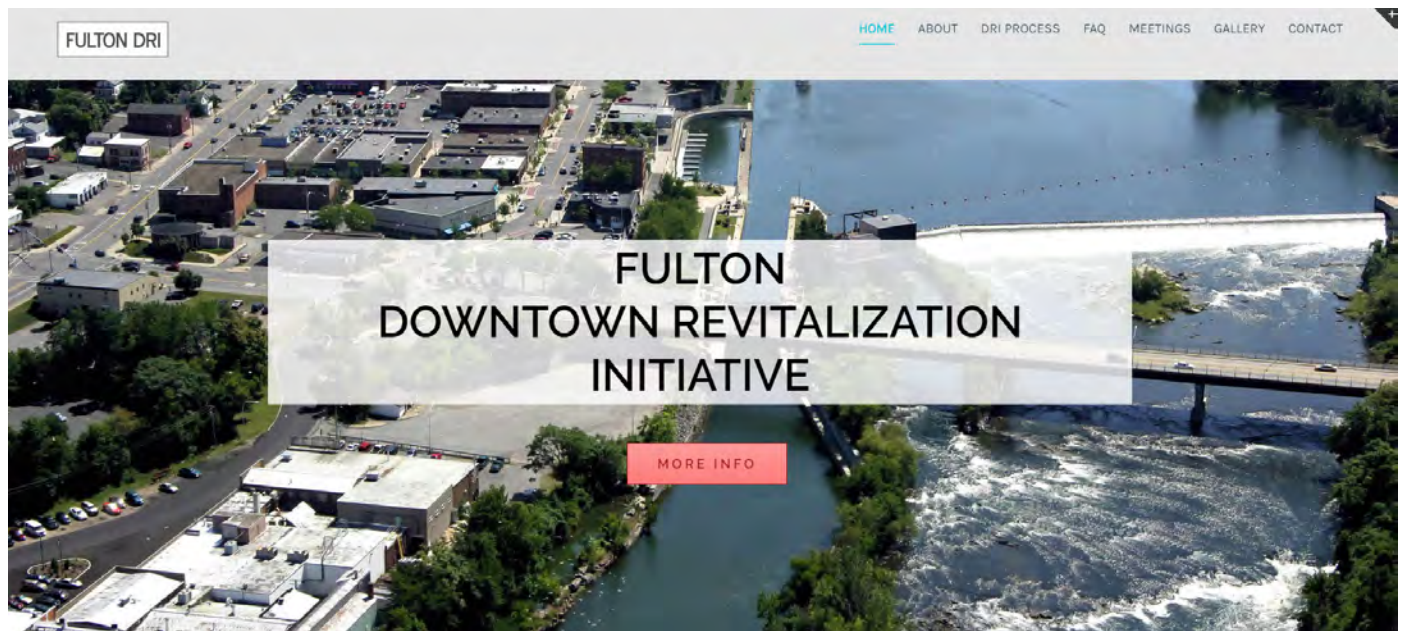
PUBLIC INVOLVEMENT

4.1 OVERVIEW

The Fulton DRI process has been a bottom-up, community-driven process that relied on engaging as many members of the Fulton community as possible, in person and online. The robust public engagement effort required close coordination among all members of the core DRI team. The Local Planning Committee (LPC), City and State representatives, and the consultant team shared information about the DRI Strategic Investment Plan (SIP) with the Fulton community and solicited feedback from the community on potential key projects and prioritization of these initiatives. The Public Engagement Plan was developed to be transparent, accessible, and innovative, with the intent to garner the largest cross-section of input and ideas from the community.

Overall, the DRI public engagement was comprised of five methods of outreach:

1. *Open call for projects*
2. *Monthly Local Planning Committee (LPC) meetings*
3. *Three public outreach events during the process*
4. *One-on-one and small group stakeholder interviews/focus groups early in the process*
5. *Coordination with local municipal officials and project sponsors*



Screenshot from the Fulton DRI website

4.2 PUBLIC MEETINGS & OUTREACH

LPC and Public Meetings

LPC meetings were working meetings that were open to the public. Meeting notices for each LPC and public meeting were posted on the State's DRI website (<https://www.ny.gov/downtown-revitalization-initiative/central-new-york-fulton>). Project materials, including electronic copies of materials presented at each LPC and public meeting, were posted on a dedicated DRI Project website (<http://www.FultonDRI.com>). This website also provided automated calendar links (e.g., Outlook, iCal, Gmail), allowing community members to save upcoming meetings in their digital calendars.

While these two websites served as the primary sources for accessing electronic copies of materials, the consultant team, with assistance from City staff, shared pertinent DRI information with other local community pages, including: the City's official website (<http://www.fulton.ny.gov>, <http://www.ILoveFultonNY.com> and <http://www.FultonCDA.com>, as well as the City's Facebook and Twitter pages. The City regularly utilized press releases and newspaper postings through a variety of print and online media sources, including: Oswego County Today (<http://www.oswegocountytoday.com>), The Palladium Times/Fulton Valley News (<http://www.oswegonews.com>), Oswego County Weeklies, and IHeartOswego (<http://www.iheartoswego.com>). Additional publicity included LPC mailing lists and listservs.

Offline meeting publicity included posting and handing out flyers at the Fulton Municipal Building, Public Library, local supermarkets, houses of worship, senior housing complexes, and Cayuga Community College facilities. Local businesses were also provided with handouts to share with their patrons. Each public meeting notice included an explanation of the meeting format and information to be presented. Similarly, the open call for projects, which remained open through the end of 2019, was distributed through local community postings, advertised at local events and linked electronically through the project websites referenced above.

The LPC members assisted in advertising meetings by forwarding meeting invites to individual contacts associated with larger stakeholder groups, such as the Chamber of Commerce, Cayuga Community College, Operation Oswego County, Oswego County Industrial Development Agency, and Fulton Community Development Agency.

FULTON DOWNTOWN REVITALIZATION INITIATIVE



November 7, 2019
6:00 PM – 8:00 PM

Fulton Municipal Building
141 South 1st Street,
Fulton, NY 13069



**Downtown
Revitalization
Initiative**

FOR MORE INFORMATION, PLEASE VISIT
www.ny.gov/dri

Public Engagement Meeting #1

The City of Fulton was recently selected as the winner of the \$10 million Downtown Revitalization Initiative (DRI) in Central New York!

This meeting will be the first of several public events focused on gathering first-hand knowledge and recommendations from the community.

This will be an open house-style event with a short introductory presentation at 6:15 PM. Feel free to stop by any time between 6 – 8 PM.



Flyer advertising first public meeting

In March 2020, previously finalized schedules were modified in response to the COVID-19 pandemic. The modified meeting and event schedule is shown below.

Public Meetings:

- Public Meeting 1 - November 7, 2019
- Public Meeting 2 – January 9, 2020
- Public Meeting 3 – November 2020 (virtual presentation)

LPC Meetings:

- LPC 1 - October 10, 2019
- LPC 2 - November 21, 2019
- LPC 3 - December 19, 2019
- LPC 4 - January 23, 2020
- LPC 5 – February 20, 2020
- LPC 6 – March 2, 2020
- LPC 7 – August 26, 2020 (virtual meeting)

LPC meetings were held monthly (typically Thursday afternoons) and attendance included the LPC, consultants, City staff, and representatives

of the New York State Department of State, NYS Housing and Community Renewal, and Empire State Development.

At each meeting, the consultants and New York State staff guided the LPC through both current and future steps of the DRI process. These meetings were open to the public; attendees from the public were able to submit written comments and questions for consideration following the meetings. Sign-in sheets were provided to ensure that interested parties could be contacted, if necessary.

An extra LPC meeting was added in August to update the committee and the public about potential changes to the LPC's slate of recommended projects. This meeting was held virtually on Zoom and was posted to a newly created Fulton DRI YouTube page so that those who were not able to watch it live could do so after the fact. The public was able to provide feedback via the project website or the newly created project email address, FultonDRI@gmail.com.



LPC Meeting #1



Attendees at public meeting #1

The first two public meetings were formatted as open houses. This format allowed for efficient dissemination of information with a focus on interaction with individuals. Attendees had the opportunity to provide feedback and present questions and concerns directly to the consultant team and the LPC. The meetings included PowerPoint presentations, presentation boards, and handouts. These meetings lasted two-three hours and were held on a weeknight for the convenience of the committee and the members of the public.

Members of the community were encouraged to arrive in the first 15-30 minutes to hear a short introduction and explanation of the meeting, though they were able to arrive any time during the 2-hour event. As everyone entered, they received an information packet to guide them through the meeting. The packet included an overview of the DRI process, a “roadmap” of the meeting stations, and feedback forms applicable to the topic presented at that meeting (e.g. to provide direct input on the Vision, Needs and Opportunities and Potential Projects at the first meeting). Meeting attendees were free to walk around the meeting room to view printed display boards that showed information relative to the current stage of the DRI process. Generally, these boards

were displayed on easels in such a way that there was room for multiple attendees to congregate around the same board.

At least one team member was stationed next to each group of boards to answer questions and discuss content with the public. Each team member took notes to document their conversations to supplement the feedback forms included in the welcome packet. LPC members also played an important role at the public meetings, as their existing relationships and community knowledge helped disseminate information and encouraged public participation. Attendees also had an opportunity to include their email and/or mailing address on the sign-in sheet and the Public Comment form, so they could be added to the mailing list to receive project updates and personal invites to subsequent meetings.

The final public meeting took a different form than the first two, as large gatherings were no longer permitted due to the COVID-19 pandemic. This meeting consisted of three main components: a narrated PowerPoint presentation and digital presentation boards that were provided on the project website and the collection of public feedback through the project website and a dedicated email address (FultonDRI@gmail.com).



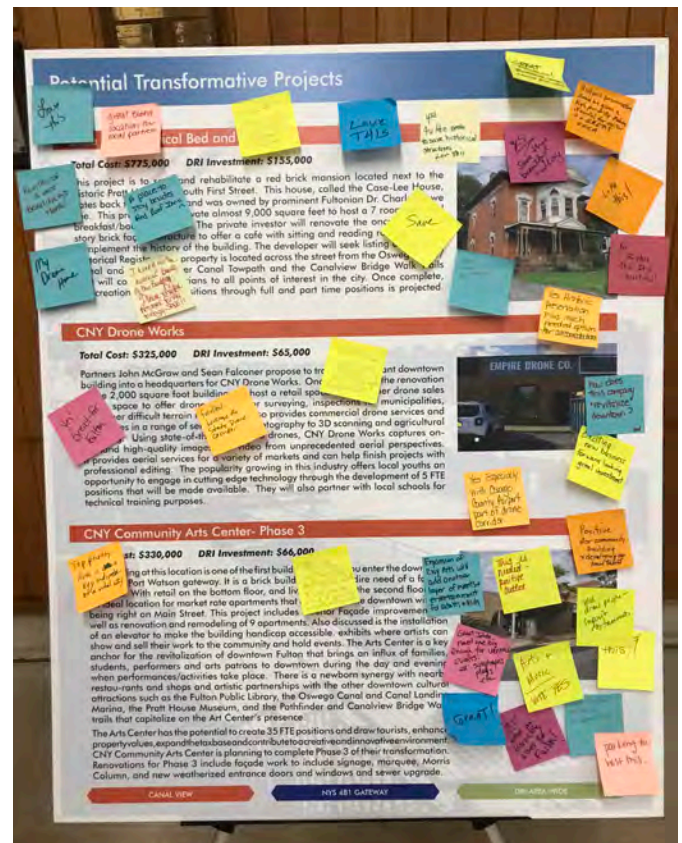
Attendees at public meeting #1

Copies of all of the materials from each public meeting were provided on www.fultondri.com. This enabled members of the community who were not able to attend the meetings to view the materials and provide their comments.

Following each public meeting, the consultant team compiled participant comments and feedback for discussion at the next LPC meeting and incorporation into the SIP, as appropriate.

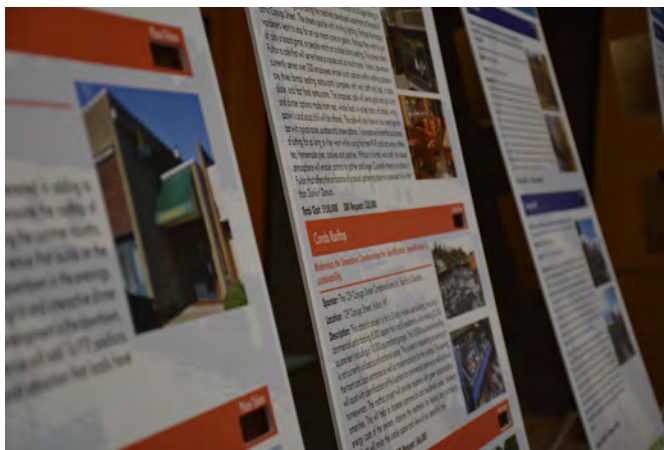
At the first public meeting, the display boards provided a general overview of the DRI program and schedule. Additional boards displayed Fulton's Vision, Needs and Opportunities, and Goals for the DRI, as well as information about each of the potential projects originally proposed in Fulton's application to the State. At later meetings, as proposed projects continued to evolve, boards became more detailed in nature (see below) to reflect the ongoing development and refinement of potential DRI projects. The team always included the initial overview and explanatory boards at later meetings for the benefit of any member of the public who may have been attending his/her first event.

At the first meeting, post-it notes and writing implements were provided so the public could place



Presentation board with public comments via post-it notes

their initial comments directly onto the presentation boards. A large-scale map was also provided to allow attendees to point out potential project locations within the DRI border.




Presentation boards




Public participation materials

Public Meeting #2 – Public Feedback



- 533 S 4th St
- Canalview Marina Revitalization
- Cayuga St Café
- Fulton Public Library Renovations
- Indoor Sports Complex
- 310-312 Division Street
- Case Lee / Coffee Shop
- CNY Community Arts Center - Phase 3
- Condo Rooftop
- Former Nestles site Retail/Commercial Development
- Fulton Multi-Use Trail System
- Gateway Square
- Blue Moon Grill Rooftop
- Dizzy Block Brewing
- Fast Casual Restaurant
- Fulton Microenterprise/Small Business Loan Fund
- Hultamaki Packaging Upgrades
- Oswego County IDA Manufacturing Building
- Oswego Health Urgent Care Expansion
- Riverside East Housing/Retail Project
- 63 S 1st St
- Chocolate Works Museum
- Downtown Fiber-Optics/Wi-Fi
- Empire Drone Company
- Glass Atriums
- Mama Gina's
- NYS 481 Gateway Pedestrian Crossings / Streetscape
- Red Baron Pizza
- Tavern on the Lock Expansion
- Behavioral Urgent Care
- Eastern Shore Insurance Building Renovations
- Fort Frisbee
- Fulton Family Medicine Renovation
- Fulton Historic District and Downtown Marketing
- Gosch Electric Façade and New Construction
- Zoning Changes



Presentation of public feedback on proposed projects

The second public meeting focused on the revised vision, goals and strategies, and detailed project descriptions. Boards at this meeting detailed each project's benefits and applicability to the downtown vision, goals, and strategies. The team was prepared to discuss how the various projects reflected public input and stakeholder outreach. Public participants were asked to anonymously vote for their preferred projects using ten plastic tokens received upon signing into the meeting. Attendees placed these tokens into slots on the presentation boards next to the projects they most wanted to see included in the Strategic Investment Plan. The tokens for each project were tallied and general results were presented at the following LPC meeting.

The third public meeting, presented virtually, provided a summary of the DRI process and presented the projects selected by the LPC for inclusion in the Strategic Investment Plan. Project boards were more detailed and included information on the evaluation criteria considered by the LPC including DRI funding request and additional funds leveraged. This presentation also included a recap of the public engagement that occurred throughout the DRI process.



Attendees at public meeting #2

As described above, the third public meeting was held virtually, as large gatherings were not permitted at the time due to the COVID-19 pandemic. Great care was taken to ensure that the presentation would be made available to all of Fulton's residents. Fulton does not have reliable high-speed internet, has a relatively older than average population, and a portion of residents that do not own computers. The Co-chairs determined that a pre-recorded presentation and digital presentation boards that could be distributed to residents without computers would be the most effective way to conduct the final meeting.

Focus Groups and Interviews

Early in the DRI process, the planning team conducted targeted outreach through focus groups and interviews with major stakeholders and potential project sponsors. The goal was to speak personally with a representative group of stakeholders, planners, County/Regional agencies, and City of Fulton personnel. Stakeholder groups engaged included high school students and faculty, senior citizens at the Towpath Towers residence, participants at ARC of Oswego, members of Fulton's historical society, and a group of local business owners.

Stakeholder interviews were held in late October 2019 and continued through the end of January 2020. Several of these interviews were conducted via conference calls when in-person meetings were unable to be scheduled due to weather or scheduling conflicts.

In general, these focus groups consisted of open discussions, with the stakeholders encouraged to ask questions, raise concerns, or give general feedback. As with the LPC and public meetings, the team documented each of these discussions for inclusion in the SIP, as appropriate. For the meeting with high school students, the consultant team set up a table outside of the school's cafeteria for four lunch periods to ensure exposure to as many students as possible.

Information collected from stakeholders was presented at subsequent LPC meetings.

Coordination with Municipal Officials

The DRI team regularly communicated via email and/or telephone with City of Fulton and State agencies and officials with updates on project progress and event scheduling and noticing. Municipal coordination was also integral to planning the Final DRI Plan public outreach.

Additional Public Outreach

A public solicitation for additional projects was promoted on the project website at the beginning of the LPC process to ensure that all residents and business owners had a chance to have their projects considered by the LPC, not just those included in the City's original application.

Additionally, the LPC staffed information booths at events and meetings held throughout the City. Where appropriate, the LPC incorporated the boards from prior Public Meetings at these events, to replicate the information exchange from the formal meeting. LPC members were provided with flyers that included information on the DRI process and a list of upcoming meetings.

SECTION 5

PROJECTS PROPOSED FOR DRI FUNDING



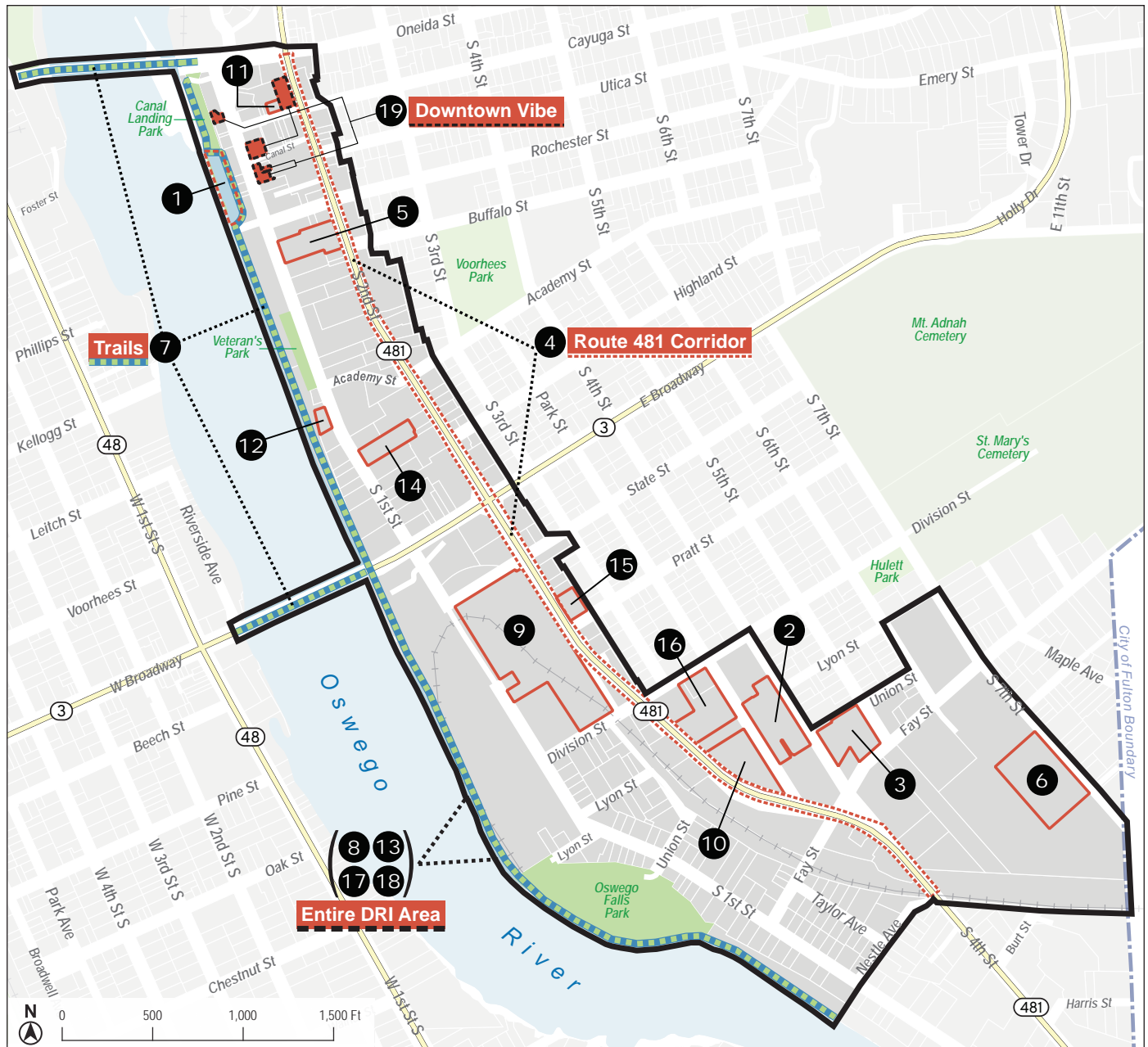
PROJECTS PROPOSED FOR DRI FUNDING

5.1 SUMMARY OF PROJECTS

The LPC is recommending 19 priority projects for funding through the DRI. These projects represent a total investment of \$40,023,000 including \$13,626,000 in DRI funds and \$26,397,000 in non-DRI leveraged funds. The projects recommended by the LPC align with the City of Fulton's Vision, Goals and Strategies, as well as the NYS evaluation criteria.

NO.	PROJECT NAME	ESTIMATED PROJECT COST	DRI FUNDING REQUEST	PAGE NO.
1	Enhance the beauty and functionality of Fulton's waterfront for residents and visitors	\$3,250,000	\$3,250,000	5-6
2	Expansion of Oswego Health essential services	\$3,271,000	\$2,000,000	5-11
3	Revitalize a vacant building on the former Nestlé site	\$12,000,000	\$1,500,000	5-18
4	Provide an enhanced environment for pedestrians and bicyclists along NYS 481	\$1,000,000	\$1,000,000	5-24
5	Relocate the community YMCA to downtown Fulton	\$4,943,000	\$989,000	5-29
6	Develop a new manufacturing start-up facility on the former Nestlé site	\$4,300,000	\$860,000	5-34
7	Construct Multi-Use Walking Trails in Fulton Within the DRI Boundary	\$1,641,000	\$820,000	5-41
8	Create a Business Assistance Fund to provide resources and financial support to encourage downtown revitalization	\$1,500,000	\$750,000	5-47
9	Strengthen Infrastructure of Building & Machinery at Major Manufacturing Facility	\$2,100,000	\$420,000	5-52
10	Create a multi-purpose space along the 481 Corridor into downtown Fulton	\$2,000,000	\$400,000	5-57
11	Raise the roof on arts and entertainment in the heart of downtown Fulton	\$440,000	\$352,000	5-63
12	Update and energize the library to improve accessibility and create a cultural destination for residents and visitors	\$311,000	\$311,000	5-70
13	Upgrade internet services in the City of Fulton	\$200,000	\$200,000	5-76
14	Restore and transform an abandoned historic building into an inn and café	\$700,000	\$140,000	5-80
15	Provide fast casual food choices in downtown Fulton	\$684,000	\$137,000	5-86
16	Redevelop a commercial building in the 481 Gateway Corridor	\$559,000	\$112,000	5-91
17	Introduce and implement a community supported downtown signage and historical marker program	\$100,000	\$100,000	5-97
18	Update the City's Zoning Code to allow for infill mixed use development along S 1st Street	\$100,000	\$100,000	5-101
19	Enhance Fulton's "Downtown Vibe"	\$924,000	\$185,000	5-105

Locations of Projects Proposed for DRI Funding



- 1 Enhance the beauty and functionality of Fulton's waterfront for residents and visitors
- 2 Provide emergency care services for Fulton and surrounding communities
- 3 Revitalize a vacant building on the former Nestlé site
- 4 Provide an enhanced environment for pedestrians and bicyclists along NYS 481
- 5 Relocate the community YMCA to downtown Fulton
- 6 Develop a new manufacturing start-up facility on the former Nestlé site
- 7 Construct multi-use walking trails in Fulton within the DRI boundary
- 8 Create a Business Assistance Fund to provide resources and financial support to encourage downtown revitalization
- 9 Strengthen infrastructure of building & machinery at major manufacturing facility

- 10 Create a multi-purpose space along the 481 corridor into downtown Fulton
- 11 Raise the roof on arts and entertainment in the heart of downtown Fulton
- 12 Update and energize the library to improve accessibility and create a cultural destination for residents and visitors
- 13 Upgrade internet services in the City of Fulton
- 14 Restore and transform an abandoned historic building into an inn and café
- 15 Provide fast casual food choices in downtown Fulton
- 16 Redevelop a commercial building in the 481 Gateway Corridor
- 17 Introduce and implement a community supported downtown signage and historical marker program
- 18 Update the City's Zoning Code to allow for infill mixed use development along S 1st Street
- 19 Enhance Fulton's "Downtown Vibe"

Summary Table of Priority Projects Proposed for DRI Funding

NO.	PROJECT NAME	PROJECT DESCRIPTION	RESPONSIBLE PARTY	EST. TOTAL PROJECT COST	DRI FUNDING REQUEST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
1	Enhance the beauty and functionality of Fulton's waterfront for residents and visitors	Modernization and enhancement of the waterfront area and marina to create a destination and strong connection to the core downtown area.	City of Fulton	\$3,250,000	\$3,250,000	N/A	Winter (Q1) 2021	Fall 2021	N/A
2	Expansion of Oswego Health essential services	Bring additional medical services to Fulton including a stand-alone emergency department	Oswego Health	\$3,271,000	\$2,000,000	Oswego Health Foundation and lending institutions	Winter (Q1) 2021	Summer 2023	15
3	Revitalize a vacant building on the former Nestlé site	Renovate and re-purpose a building on the old Nestlé site. May include offices, retail, apartments.	Construction, Design and Management, Inc	\$12,000,000	\$1,500,000	M&T Bank - comm. mortgage and bridge loan, utility grants, other potential grants	Winter (Q1) 2021	Summer 2023	30
4	Provide an enhanced environment for pedestrians and bicyclists along NYS 481	Crosswalk improvements at 3 unsignalized intersections, fill in missing sidewalk on west side of road, enhanced wayfinding signage	City of Fulton	\$1,000,000	\$1,000,000	N/A	Winter (Q1) 2021	Spring 2022	N/A
5	Relocate the community YMCA to downtown Fulton	Relocate the Fulton Family YMCA downtown, redevelop existing building and build Olympic-sized swimming pool to be housed in a separate glass-enclosed natatorium	Travis Doty	\$4,943,000	\$989,000	Bank Financing	Winter (Q1) 2021	Summer 2022	65
6	Develop a new manufacturing start-up facility on the former Nestlé site	Build a new manufacturing facility to lease to businesses	Oswego County IDA	\$4,300,000	\$860,000	Oswego IDA equity, CFA grants, City of Fulton, National Grid	Fall 2020	Spring 2022	30
7	Construct multi-use walking trails within the DRI Boundary	Complete the trail on the east side of the river, install decorative uplighting on bridges and new fencing on Oneida bridge	City of Fulton	\$1,641,000	\$820,000	Grants from DOS LWRP, Canal Corp, Erie Canalway Heritage (IMPACT)	Winter (Q1) 2021	Summer 2022	N/A
8	Create a Business Assistance Fund to provide resources and financial support to encourage downtown revitalization	Grant Fund to help local businesses with building upgrades, permanent equipment purchases, and technical assistance (plans, studies, etc)	City of Fulton	\$1,500,000	\$750,000	Matching funds from applicants	Winter (Q1) 2021	Spring 2023	48
9	Strengthen infrastructure of building & machinery at major manufacturing facility	Facility and infrastructure upgrades to maintain jobs. Includes pedestrian improvements.	Huhtamaki, Inc.	\$2,100,000	\$420,000	Corporate Capital Funds	Winter (Q1) 2021	Winter (Q4) 2022	N/A
10	Create a multi-purpose space along the 481 corridor into downtown Fulton	Remove walls and replace roof of existing building to create a pavilion for parking and events. Convert the rest of the site to green open space	S & A Holdings, LLC	\$2,000,000	\$400,000	Bank Financing	Winter (Q1) 2021	Summer 2021	N/A

Summary Table of Priority Projects Proposed for DRI Funding (continued)

NO.	PROJECT NAME	PROJECT DESCRIPTION	RESPONSIBLE PARTY	EST. TOTAL PROJECT COST	DRI FUNDING REQUEST	FUNDING SOURCES	PROPOSED START DATE	ANTICIPATED COMPLETION DATE	JOBS CREATED
11	Raise the roof on arts and entertainment in the heart of downtown Fulton	Level the roof over the south side of the building, bringing the roof line to match the existing Mezzanine level, new usable space for expanded activities, on-site sewer repair work	CNY Arts Center, Inc.	\$440,000	\$352,000	Grants (Shineman Foundation, National Grid, others)	Winter (Q1) 2021	Winter (Q4) 2021	6
12	Update and energize the library to improve accessibility and create a cultural destination for residents and visitors	Improve emergency stairs, rebuild chimneys, build two outdoor meeting areas and connect to trail system	City of Fulton	\$311,000	\$311,000	N/A	Winter (Q1) 2021	Summer 2021	N/A
13	Upgrade internet services in the City of Fulton	Reliable high-speed internet for local businesses and residents (Fiber Optics and Wi-Fi)	City of Fulton	\$200,000	\$200,000	N/A	Winter (Q1) 2021	Fall 2021	N/A
14	Restore and transform an abandoned historic building into an inn and café	Convert historic building into 4-6 room inn and coffee shop	Kristen Collins & Ty Carsto	\$700,000	\$140,000	Cash and Bank Financing	Winter (Q1) 2021	Spring 2022	4 FT, 4PT
15	Provide fast casual food choices in downtown Fulton	Renovate vacant restaurant inside and out. Would have globally influenced menu, order at counter.	Will and Laurie O'Brien	\$684,000	\$137,000	Cash and Bank Financing	Winter (Q1) 2021	Winter (Q4) 2021	6
16	Redevelop a commercial building in the 481 gateway corridor	Rehab strip mall visible from 481 gateway. New tenants to include barber shop and beauty supply store.	Dumb Luck, LLC	\$559,000	\$112,000	Mix of cash, bank loans, and mortgage	Winter (Q1) 2021	Spring 2021	18
17	Implement a community supported downtown and historic marker and signage program	Promote downtown historic district, Pathfinder, Towpath and Canalview trails, CNY Arts Center, and other downtown attractions	City of Fulton	\$100,000	\$100,000	N/A	Winter (Q1) 2021	Spring 2021	N/A
18	Update the City's Zoning Code to allow for infill mixed use development along S 1st Street	Update zoning code and design guidelines for the DRI area, and specifically along S 1st Street	City of Fulton	\$100,000	\$100,000	N/A	Winter (Q1) 2021	Fall 2021	N/A
19	Enhance Fulton's "Downtown Vibe"	Project consists of five smaller projects all located in the center of Fulton's downtown: Cayuga St Café, Dizzy Block Brewing, Empire Drone Company, Fulton Family Medicine Renovations, and Tavern on the Lock Expansion	Multiple Project Sponsors	\$924,000	\$185,000	Varies - bank loans, private capital, cash	Winter (Q1) 2021	Winter (Q4) 2021	24

5.2 PRIORITY PROJECT PROFILES

In total, the LPC is recommending 19 priority projects for funding through the DRI. These projects represent a diverse cross-section of public, private and not-for-profit projects, selected primarily for their ability to enhance downtown Fulton and serve as catalytic community investments. This collection of projects was also designed to provide complimentary and synergistic benefits, highlighting the City's unique community assets and opportunities. The recommended projects are as follows:

1. ENHANCE THE BEAUTY AND FUNCTIONALITY OF FULTON’S WATERFRONT FOR RESIDENTS AND VISITORS



Existing Conditions: Canal Landing Marina

**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total Project Cost: \$3,250,000
DRI Request: \$3,250,000

PROJECT DESCRIPTION

Canal Landing Marina, located on the Oswego River and the NYS Canal System, is a municipal marina that is in need of significant renovation. This project, located in the heart of the downtown and centrally located on the main Pathfinder Canal Towpath Trail, lends itself to become a waterfront attraction to boaters, visitors, and residents alike. This project will transform the Marina and Canal Landing Park into a premium gathering location where the City and other entities can host water related events while providing boaters traveling the canal system a safe and vibrant stopover experience.



Proposed Conditions: Canal Landing Marina

PROJECT DESCRIPTION (CONTINUED)

The scope of the project would have six (6) components:

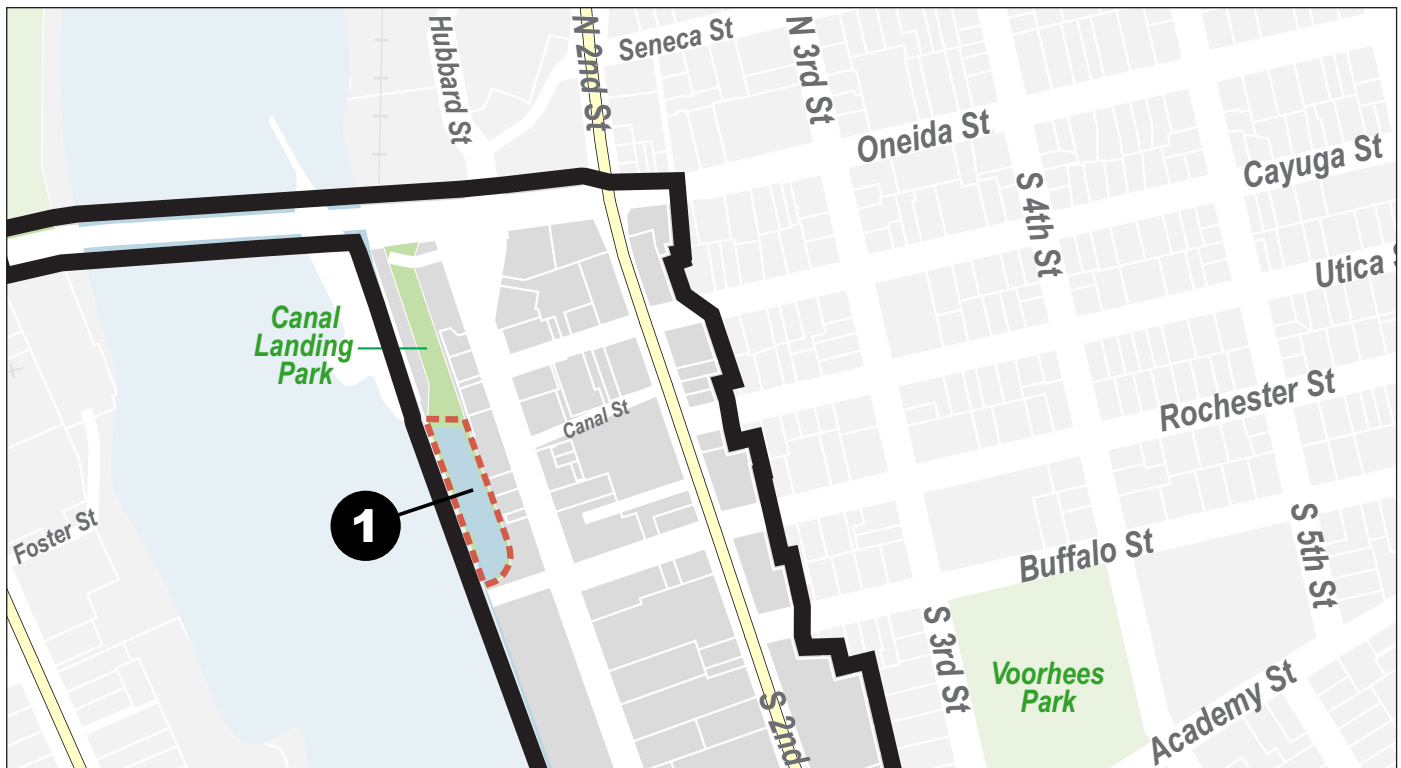
1. Marina dock/slips replacement with varying size finger slips and spacing to increase capacity and functionality
2. Restoration of the historic canal pier/breakwater structure to provide a publicly accessible pier for fishing and passive recreational activities
3. Marina infrastructure upgrades including sanitary pump-out station, seawall restoration/resurfacing, ladder access from dock to stanchions, etc.
4. Enhancements to main esplanade area with re-design of plaza area for multipurpose events and destination with overhead shade structures, site furnishings, lighting, banners, etc.
5. Conversion of grass slope to functional “stadium seating/amphitheater” area
6. Upgrade to existing comfort station include new showers and increased capacity

Overarching goals of the project are tied to three (3) themes:

- **Branding** – an example might be: “Celebrate the WaterfrontBridge to Bridge”
- **Programming** – creating a vibrant destination with flexibility to host year-round recreational, cultural and educational activities
- **Connectivity** – strengthening synergies with the core downtown businesses, trail network, etc.

PROJECT LOCATION

No physical address. The project is located at the Oswego barge canal Lock 3.



Location of Canal Landing Marina

PROPERTY OWNER/SPONSOR

City of Fulton

CAPACITY

The City of Fulton has successfully facilitated several large projects that required coordination with various State agencies throughout their duration. The City's responsibilities included design, engineering, construction inspection, construction services, administrative work, regulatory compliance, weekly meetings at field offices, on site meetings, and EBO compliance. Recent projects include the Phillips St Bridge replacement over Tannery Creek (completed 2016-17), the Oneida St Bridge rehabilitation over the Oswego River (completed 2017-18), the North 6th St Bridge rehabilitation over CSX (completed 2018-19), and the Hannibal St over Meadow Brook Culvert replacement originally scheduled for summer 2020.

PROJECT PARTNERS

N/A

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Expand arts, education, recreation, sports, and historical preservation offerings
- Create gathering places to support more interaction between residents
- Enhance existing aesthetics and infrastructure to attract visitors
- Attract more outdoor community events in the downtown and along the waterfront
- Increase development between the Oneida and Broadway bridges
- Enhance the visibility of the waterfront
- Provide greater accessibility and increased lighting to create a safe and welcoming environment

REDC STRATEGIES

The proposed project addresses the following REDC strategy:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

ANTICIPATED REVITALIZATION BENEFITS

The project will provide a destination that will attract visitors from land and by boat. The recreational areas that will be created will host many outdoor activities that will immediately bring visitors and residents into Fulton's downtown, and subsequently to area businesses. Once word gets around, boaters will stop into the Marina and then patronize one of the many existing and proposed eateries in the downtown area. Or patrons of the CNY Arts Center may walk over to the waterfront after a performance to relax and enjoy the scenery. An increase in visitors will result in long-term benefits to the entire downtown retail district, with downtown merchants the direct beneficiary of this project.

COVID-19 RECOVERY

In light of the events associated with COVID-19, an outdoor gathering space would be invaluable to the community. The reimaged waterfront will provide a place for residents to responsibly enjoy the natural resources of Fulton, while reducing the potential spread of the novel coronavirus.

PUBLIC SUPPORT

The public supported this plan during the development of the City's LWRP and continued to support it through the entire DRI process. Renderings of potential upgrades were met with overwhelming support during the second DRI public meeting.

JOBS CREATED

2 FTEs

ACQUISITION OF REAL
PROPERTY

N/A

PROJECT BUDGET AND
FUNDING SOURCES

This project will be fully funded with DRI funds.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Marina Improvements (floating dock and piles)	DRI	\$400,000
Existing Pier Restoration	DRI	\$750,000
Esplanade Improvements	DRI	\$750,000
Infrastructure Improvements (pump out upgrades)	DRI	\$500,000
Comfort Station Improvements	DRI	\$250,000
Amphitheater Seating	DRI	\$250,000
Soft Costs (survey, Geotech, design, permits)	DRI	\$350,000
TOTAL DRI FUNDS REQUESTED		\$3,250,000
TOTAL FUNDING FROM OTHER SOURCES		-
TOTAL PROJECT COST		\$3,250,000

FEASIBILITY AND COST
JUSTIFICATION

The cost estimate was prepared using quotes from vendors and historical estimates from similar projects.

REGULATORY REQUIREMENTS

Permits would be issued by the City of Fulton. Approval from the Canal Corporation would be required on all proposed upgrades to the breakwater structure.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Winter (Q1) 2021 – Issue RFP for design services

Summer 2021 – Begin construction

Fall 2021 – Project complete

PROJECT REPORTING

The City of Fulton Recreation Department will oversee design, construction, and project administration.

Metrics to be provided include usage by boaters and number of events held at the waterfront.

2. EXPANSION OF OSWEGO HEALTH ESSENTIAL SERVICES



Existing Conditions: Oswego Health Fulton Medical Center

**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total Project Cost: \$3,271,000
DRI Request: \$2,000,000

PROJECT DESCRIPTION

Oswego Health will expand health care services at its Fulton campus, bringing excellent advanced care and high-paying positions to the community. The facility will allow residents of Oswego County and neighboring northern Onondaga County to receive emergency care services in a central location that is close to where they live and work.

At this time, pending approval, the expansion of healthcare services at the Fulton campus will undergo facility upgrades that will transform the existing Oswego Health’s Fulton Urgent Care Center facility into a free-standing Emergency Department that will provide care for those with unexpected illnesses and injuries. Residents will be able to conveniently receive emergency care 18 hours a day in a technologically-advanced facility, where



Existing Conditions: Oswego Health Fulton Medical Center

PROJECT DESCRIPTION (CONTINUED)

care will be delivered by highly trained and knowledgeable physicians, nurses and other clinicians in eight (8) treatment rooms and a trauma bay – all close to where they live and work, eliminating the need to travel to Oswego or Syracuse.

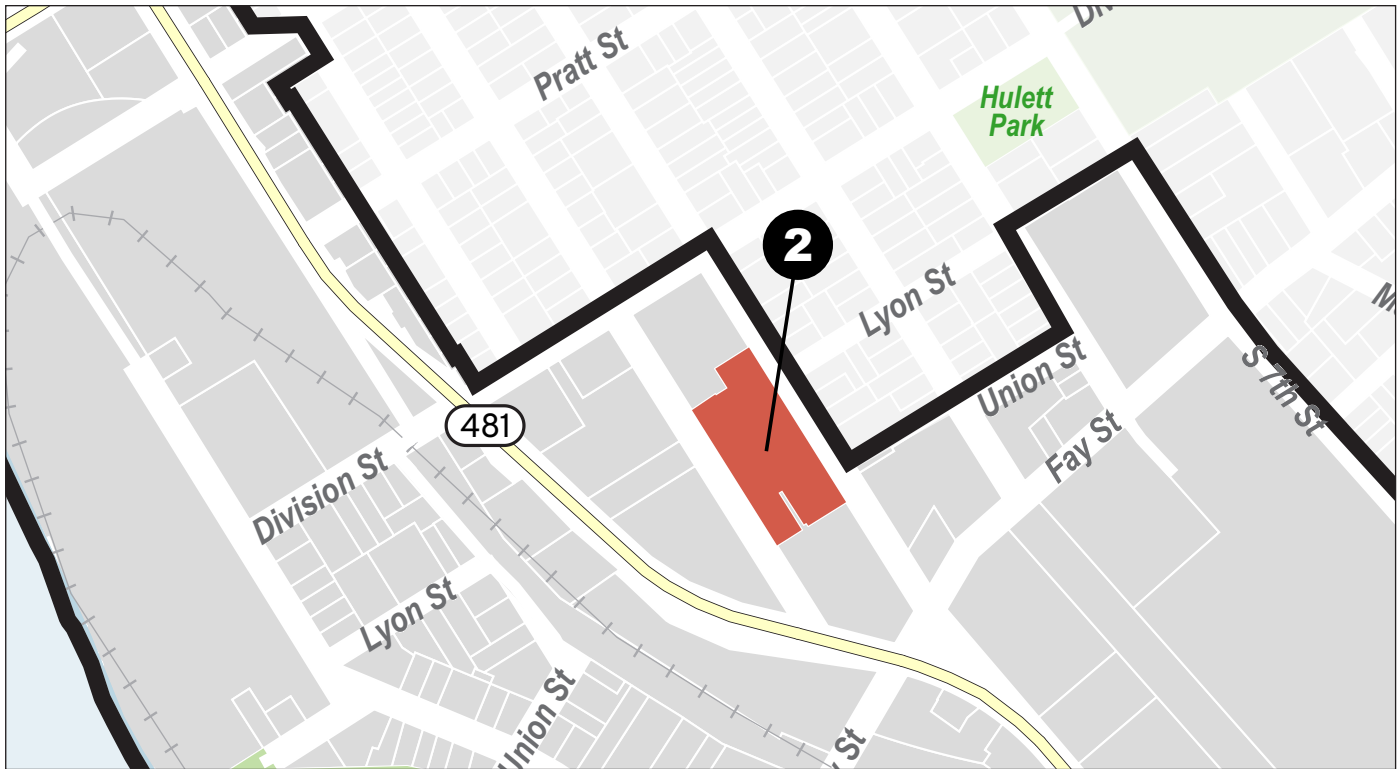
This project is part of Oswego Health’s strategic plan to bring more advanced services and high-paying jobs to its Fulton campus. Data collected by the health system and others illustrates that the community has a significant potential for patient growth and that community members desire additional services close to where they reside.

Residents will still be able to receive urgent care services nearby provided by board-certified primary care physicians who will offer extended evening and weekend hours.

Oswego Health is committed to expand the services provided on their Fulton campus by increasing the number of doctors and specialists in the fields of physical and mental health.

PROJECT LOCATION

510 S. 4th Street



Location of Oswego Health Fulton Medical Center

PROPERTY OWNER/SPONSOR

Oswego Health. The not-for-profit system is governed by a 19-member board comprised of volunteer community members representing various constituencies and Oswego County communities.

CAPACITY

Oswego Health is collaborating with C&S Companies on this project, which is developing the architectural plans for the stand-alone emergency department.

Headquartered in Syracuse, New York, C&S has offices throughout the country. For more than 50 years C&S has focused on the planning, designing, and construction of various initiatives and is proficient at completing complex, diverse, multimillion-dollar projects.

Oswego Health and the C&S Companies have successfully collaborated in the past on several projects including upgrading the health system's emergency power systems and its utility systems.

PROJECT PARTNERS

New York State Department of Health (DOH)

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Support legacy manufacturing and established economic sectors in the downtown such as the healthcare industry
- Support workforce development and high-tech job training
- Support recruitment of high-quality professionals

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies:

Prioritize Investments in Research, Innovation, and Commercialization

- *Focus our investments in ways that leverage our “eds and meds” and other existing assets, build upon our strengths, and demonstrate a greater return on our investments in the innovation economy.*

Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods:

Rethink Our Urban Redevelopment Efforts by Leveraging the Region’s Exemplary Anchor Institutions in Education, Health and Medicine, Arts and Culture, and Philanthropy

- *Integrating their missions and physical investments in the community to build stronger neighborhoods, create a steady supply of talented workers, enhance the region’s strong quality of life, and market regional opportunities to the rest of the world through their national stature and social and professional networks.*

Retrain to Develop the Workforce of Tomorrow

- *Empowering our most disadvantaged communities to take greater ownership of their assets and achieve prosperity by breaking down the social and economic barriers to education and professional success, while also reducing public expenditures on social services and law enforcement.*

Additionally, the CNY Rising Plan identified healthcare services as a growth opportunity for the area.

ANTICIPATED REVITALIZATION BENEFITS

Oswego Health’s proposed free-standing Emergency Department will ensure area residents receive exceptional emergent care conveniently and quickly by board-certified medical professionals, eliminating the need to travel when care is needed immediately.

As far as short-term benefits, Oswego Health expects some 35 to 50 construction jobs to be created. Not only will these individuals bring their

trade expertise, but they will also contribute to the local economy by their purchase of goods and services. Throughout this project, Oswego Health will encourage contractors to buy needed supplies and other goods locally, further expanding the local economy.

This project brings high-paying jobs to Fulton, boosting the local economy. According to the Healthcare Association of New York State (HANSY) in 2018, the health system had an economic impact of more than \$202 million on the region, with its more than 1,200 employees. Oswego Health is among Oswego County's largest employers and a significant number of its employees, more than 85 percent, reside within Oswego County, making these employees major contributors to the area's economy.

The construction will continue to align with Oswego Health's history of developing aesthetically pleasing buildings and facilities, with appropriate landscaping, lighting and other features, making Oswego Health's Fulton campus, located along the city's most-traveled roadway, more attractive.

COVID-19 RECOVERY

The proposed project would be able to provide immediate care to those suffering from symptoms attributed to COVID-19 or any future outbreaks/pandemics.

PUBLIC SUPPORT

Community members taking part in initial Fulton DRI public sessions specifically expressed the importance of securing additional healthcare services in their community.

According to an online community survey completed for Oswego Health's IRS-required Community Health Needs Assessment in 2018, 79 percent of those surveyed online (out of approximately 300 local respondents) said they were aware of Oswego Health's excellent urgent and emergency care services. Thus, it is believed that the new free-standing emergency department will be embraced by those needing emergent care.

JOBS CREATED

It is anticipated that 15 new full time high-paying jobs, with benefits, will be created. The average Oswego Health employee earns \$33 an hour.

ACQUISITION OF REAL PROPERTY

N/A

**PROJECT BUDGET AND
FUNDING SOURCES**

The health system will use a mix of funds from lending institutions and financial support from its own Foundation to pay for the non-DRI portions of the project. The non-DRI funding sources are secured.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Site Work and Ambulance Canopy	DRI funds	\$95,000
Interior Renovations	DRI funds	\$1,887,000
Furniture, Fixtures, Equipment	DRI funds	\$18,000
Furniture, Fixtures, Equipment	Financing and Foundation funds	\$357,000
Soft Costs	Financing and Foundation funds	\$375,000
General Requirements/Contingency	Financing and Foundation funds	\$539,000
TOTAL DRI FUNDS REQUESTED		\$2,000,000
TOTAL FUNDING FROM OTHER SOURCES		\$1,271,000
TOTAL PROJECT COST		\$3,271,000

**FEASIBILITY AND COST
JUSTIFICATION**

The costs of this proposed project has been calculated by the Oswego Health system and C&S Companies.

Oswego Health has constructed numerous multi-million dollar projects over the last ten years and has successfully stayed within the estimated budgets for these projects.

DRI grant support will provided much-needed funding for the project, making it financially achievable for the health system.

REGULATORY REQUIREMENTS

Oswego Health will be required to obtain NYS Dept. of Health (DOH) site plan approval and complete the steps outlined in the department's Certificate of Need (CON) process. The health system has obtained numerous CONs for prior multi-million dollar projects and is familiar with the required steps and actions.

The City of Fulton will require Oswego Health to obtain a Building Permit as well as other permits related to the project.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Oswego Health is currently working with C&S with the anticipated timeframe below:

Winter (Q1) 2021 – Design work

Summer 2021 – Construction begins

Summer 2023 – Project completed

PROJECT REPORTING

Oswego Health will conduct regular construction meetings, which will include its own staff from leadership, finance, building and grounds, with the C&S construction management team. Oswego Health has assembled similar groups for all its past construction projects, and found this to be a successful means of overseeing construction projects. Metrics will include number of patients visiting the emergency department, staffing levels including the number of doctors and specialists providing services, and types of new services provided.

3. REVITALIZE A VACANT BUILDING ON THE FORMER NESTLÉ SITE



Existing Conditions

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$12,000,000
DRI Request: \$1,500,000

PROJECT DESCRIPTION

In 1898, Nestlé opened its first U.S. milk processing plant in Fulton, New York. This plant grew to encompass one million square feet of manufacturing space housed in 60 buildings and was where several popular treats were invented including the Toll House Morsel, the Crunch Bar, and Nestlé Quik. Nestlé closed the plant in 2003 and the majority of the site has since been razed.

This project includes the redevelopment and repurposing of Building 30 on the former Nestlé site into a mixed-use development. This project will create new jobs and draw new residents into Fulton and help support a thriving downtown. This project is expected to be constructed in a single phase partially supported by DRI funds.



Sketch of the Proposed Conditions

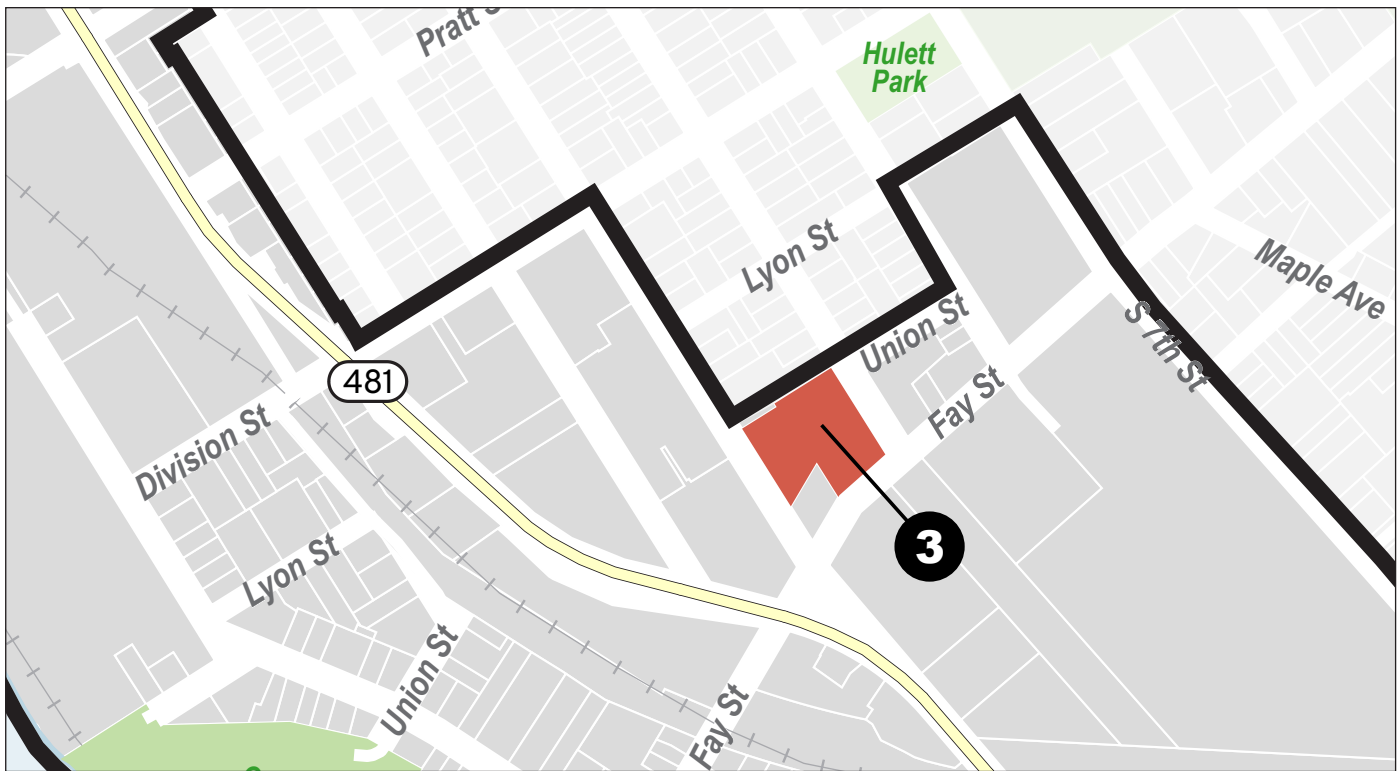
PROJECT DESCRIPTION (CONTINUED)

This project includes stabilizing and redeveloping the four-story masonry structure into a mixed-use development that will enhance the community and the gateway into downtown Fulton. The first floor is proposed to house 15,000-20,000 SF of commercial space and some indoor parking spaces. Potential tenants that have expressed interest include a restaurant, gym, rock wall park, and a museum that will highlight the Nestlé history in Fulton. The second floor may include a mix of office space and residential units, or all residential units, depending on demand. The third and fourth floors will be fully developed with residential units. The majority of residential units in this building will be market-rate apartments, with the possibility of a few high-end units on the fourth floor. The total apartment count for this building ranges from 55-65 units with ancillary amenity spaces.

This project requires substantial environmental remediation before any construction can begin. A Phase 1 and Phase 2 environmental analysis was performed on the entire Nestlé site for the Oswego IDA in 2003. The Oswego IDA indicated that there was some remediation performed on the southwest corner of the property. The project sponsor has requested the full report, including remediation information, from the IDA and will have their engineers review the report as soon as they have the information.

PROJECT LOCATION

533 S. 4th Street



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

Construction, Design and Management, Inc.

CAPACITY

Construction, Design and Management, Inc. is a commercial construction and facility maintenance company. The company was incorporated in 2014. It currently has 15 employees. The services it offers are: Facility Management, General Contracting, Construction Management, and Design/Build services.

The project sponsor recently completed (June 2020) a project at another one of its properties located at 611 Fay Street in Fulton, NY, down the block from the proposed project. This project included the construction of a new retail building on a previously vacant property that is now occupied by Charter Communications.

PROJECT PARTNERS

Potential tenants of this building include a chocolate museum, restaurant, gym, and rock wall park.

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Create housing choices that will encourage creative entrepreneurs, young professionals, and entry-level workers to invest and live in Fulton
- Fill and redevelop Fulton's vacant commercial space
- Expand arts, education, recreation, sports, and historical preservation offerings
- Enhance existing aesthetics and infrastructure to attract visitors

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

This project aligns with the Regional Economic Development Council's Strategic Plan/Upstate Revitalization Initiative Plan in that it will revitalize a strategic urban space to remove neighborhood blight and promote business and a sense of community, thereby improving the overall economic health of the region.

ANTICIPATED REVITALIZATION BENEFITS

Beyond the revitalization of a highly distressed building, this project can serve as a catalyst for additional investment to revitalize other areas of the former Nestlé site resulting in an increased tax base.

The entire subject property is a vacant, contaminated, and highly blighted property located at the entrance to Fulton. By cleaning up this building and improving its façade and function, it could help attract other investments to the vacant Nestlé site.

Public Support. Strong community support has been demonstrated for revitalizing the former Nestlé site. Repurposing this structure will preserve a piece of Fulton's history and create a much needed aesthetic improvement to the NYS 481 gateway into Fulton.

PUBLIC SUPPORT

Strong community support has been demonstrated for revitalizing the former Nestlé site. Repurposing this structure will preserve a piece of Fulton's history and create a much needed aesthetic improvement to the NYS 481 gateway into Fulton.

JOBS CREATED

30 FTEs

**ACQUISITION OF REAL
PROPERTY**

N/A

**PROJECT BUDGET AND
FUNDING SOURCES**

This project will be funded with a mix of public funds, utility grants, private equity and financing, and DRI funds.

M&T bank has provided a term sheet for a \$10,500,000 commercial mortgage and a \$1,500,000 bridge loan (to cover DRI funds). The project sponsor has met with National Grid and the amount of funds available for this project will be finalized once the project has been designed.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Construction	National Grid funds, private equity and financing, DRI funds	\$10,682,000
Construction	DRI funds	\$552,000
Professional/Consulting Services (Architect, engineer, construction manager, environmental analysis, other consultants as needed)	Private equity and financing, DRI funds	\$290,000
Miscellaneous Costs (permits, inspections, etc.)	Private equity and financing	\$80,000
Hazardous Materials Remediation	DRI funds	\$948,000
TOTAL DRI FUNDS REQUESTED		\$1,500,000
TOTAL FUNDING FROM OTHER SOURCES		\$10,500,000
TOTAL PROJECT COST		\$12,000,000

The project sponsors have committed to move this project forward with a reduced scope in the event that it is not selected to receive DRI funds.

**FEASIBILITY AND COST
JUSTIFICATION**

The cost estimate was developed based on a combination of actual contractor proposals and budgetary estimating based on previous projects.

REGULATORY REQUIREMENTS

This project will require site plan review and building permits from the City of Fulton, as well as permits from the NYSDEC related to the environmental remediation.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

It is anticipated that this project will commence in the first quarter of 2021.

Winter (Q1) 2021 - hazardous materials surveys to be conducted

Spring 2021 - site remediation

Summer 2021 - construction to begin

PROJECT REPORTING

An in-house construction/project manager will be assigned to the project to ensure the expenditures are held in check, allowing the project to be completed on schedule and contribute to the revitalization of the area. Metrics will include building occupancy including use information, number of employees of each commercial, retail, and office tenant, and rate of turnover for commercial and residential tenants.

4. PROVIDE AN ENHANCED ENVIRONMENT FOR PEDESTRIANS AND BICYCLISTS ALONG NYS 481

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$1,000,000
DRI Request: \$1,000,000

PROJECT DESCRIPTION

This project seeks to improve pedestrian and bicyclist safety along the 1-mile stretch of NYS 481 that traverses the DRI area. These enhancements will create a more inviting environment for pedestrians and bicyclists and will increase foot traffic in this area by a larger segment of the population. The goal of this project is to implement safer crossings at three key intersections along the NYS 481 corridor: Academy Street, Buffalo Street, and Cayuga Street. Installation of ADA compliant curb ramps, crosswalks, and Rectangular Rapid Flashing Beacons (RRFB) will be utilized to create a safer way for pedestrians to traverse NYS 481. These enhancements will allow for continuous connections between residential neighborhoods, the future Multi-Use Trail Network, and the other DRI projects proposed in downtown Fulton.

Intersection of NYS 481 & Academy Street



Existing Conditions



Proposed Conditions

Intersection of NYS 481 & Buffalo Street



Existing Conditions



Proposed Conditions

Intersection of NYS 481 & Cayuga Street



Existing Conditions



Proposed Conditions

PROJECT DESCRIPTION (CONTINUED)

NYS 481 is a large impervious surface and has the potential to create unsafe driving and pedestrian/bicyclist conditions during significant rainfall events. An additional goal of this project is to improve stormwater management by installing rain gardens and tree trenches throughout the corridor. These improvements will reduce the amount of stormwater runoff entering underground infrastructure from the surrounding impervious surfaces and will improve the aesthetics of the area and create a more inviting, walkable street. The natural filtration of the stormwater will further reduce contaminants entering water bodies within the City of Fulton.

This project will also include wayfinding signage to invite drivers to explore downtown Fulton and may include elements such as trash receptacles, benches, and strategically placed pedestrian-level LED lighting along portions of NYS 481.



Precedent image of a rain garden with street trees
(No attribution provided)

The City of Fulton Department of Public Works is committed to provide general maintenance of all installations and will pursue community partnerships with residents, business owners and civic groups to keep the structures free and clear of vegetation and debris.

In light of the events associated with COVID-19, safe and comfortable walkways and crossings that connect residents to outdoor destinations and gathering spaces would be invaluable to the community.

PROJECT LOCATION

NYS 481 within the DRI Boundary



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

City of Fulton (sponsor), NYS DOT (owner of the road).

The City of Fulton currently has an Arterial Maintenance agreement with the NYS DOT as well as an Annual Maintenance Permit under Article 3, Section 52 of State Highway Law and Section 1220-c of the Vehicle and Traffic Law. An additional, fully executed agreement with NYS DOT will be required in order to grant the City of Fulton permission to carry out the proposed project.

CAPACITY

The City of Fulton has successfully facilitated several large projects that required coordination with various State agencies throughout their duration. The City's responsibilities included design, engineering, construction inspection, construction services, administrative work, regulatory compliance, weekly meetings at field offices, on site meetings, and EBO compliance. Recent projects include the Phillips St Bridge replacement over Tannery Creek (completed 2016-17), the Oneida St Bridge rehabilitation over the Oswego River (completed 2017-18), the North 6th St Bridge rehabilitation over CSX (completed 2018-19), and the Hannibal St over Meadow Brook Culvert replacement originally scheduled for summer 2020.

PROJECT PARTNERS

NYS DOT

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Enhance existing aesthetics and infrastructure to attract visitors
- Make the Route 481 and Route 3 corridors more walkable and bikeable
- Incorporate technology solutions that support city pedestrians, handicapped users, and bicyclists

- Create connections between the Route 481 corridor and the downtown and waterfront areas by incorporating wayfinding signage and aesthetic improvements
- Provide greater accessibility and increased lighting to create a safe and welcoming environment

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character. Improvements to the 481 corridor will help to establish a safer, more aesthetically pleasing environment in order to encourage additional investment.*

ANTICIPATED REVITALIZATION BENEFITS

This project will provide enhanced connectivity within the City of Fulton. The creation of a safer and more aesthetically pleasing environment will result in increased walkability and will allow residents to explore all of the businesses and activities offered in the city, in turn promoting economic growth.

The project will support community goals by strengthening social interaction, improve public safety, increase economic activities and create lasting first impressions.

COVID-19 RECOVERY

Pedestrian improvements will allow for residents to safely walk to downtown destinations and patronize local businesses while limiting time spent with others in enclosed spaces such as passenger vehicles.

PUBLIC SUPPORT

Residents continually speak with city staff about the difficulty of safely crossing NYS 481 as a pedestrian. This project will help address those concerns.

JOB'S CREATED

N/A

ACQUISITION OF REAL PROPERTY

N/A

PROJECT BUDGET AND FUNDING SOURCES

This one million dollar project would be fully funded through the DRI. There are currently no NYSDOT funds allocated for this section of NYS 481, and it is not anticipated that these funds would become available in the near future. Additionally, there is no room in the City's budget to cover these improvements.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Pedestrian and streetscape improvements	DRI Funds	\$1,000,000
TOTAL DRI FUNDS REQUESTED		\$1,000,000
TOTAL FUNDING FROM OTHER SOURCES		-
TOTAL PROJECT COST		\$1,000,000

FEASIBILITY AND COST JUSTIFICATION

Discussions between the City and the NYSDOT indicated that a budget of one million dollars should be sufficient to implement many of the items proposed in this project. There are currently no NYSDOT funds allocated for this section of NYS 481, and it is not anticipated that these funds would become available in the near future.

This project will be invaluable to the many residents who wish to walk or bike to the downtown and waterfront areas, but currently do not feel safe doing so.

REGULATORY REQUIREMENTS

This project will require coordination and permitting from NYSDOT for the intended installations. A maintenance agreement between the NYSDOT and City may be required for the maintenance of the RRFB's and other proposed infrastructure. The project will also require annual maintenance for the painting of crosswalks. The painting of the crosswalks will be included in the city budget annually and will be performed by the City of Fulton Traffic Division.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Winter (Q1) 2021 – RFP for design services released

Spring 2021 – Design services to commence

Fall 2021 – Permitting and NYSDOT approvals

Spring 2022 – Project completion

PROJECT REPORTING

The project will be monitored by the Commissioner of Public Works. The Commissioner of Public Works holds the titles of Americans with Disabilities Act/Title VI Civil Rights Coordinator as well as the Equitable Business Opportunities (EBO) Administrator. In addition, the Commissioner has interaction with the general public as a course of his position. This interaction will allow him to gauge how this project impacts the public and furthers the progress of the downtown revitalization. Metrics will include resident feedback with regard to safety and aesthetic improvements, as well as documentation of before and after pedestrian and bicyclist levels.

5. RELOCATE THE COMMUNITY YMCA TO DOWNTOWN FULTON



Existing Conditions

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$4,943,000
DRI Request: \$989,000

PROJECT DESCRIPTION

The Fulton Family YMCA is currently located in a space that they have outgrown at 715 West Broadway in Fulton. In order to thrive, the YMCA requires additional space to provide more community services and a broader range of athletic facilities for the community, programs and services not duplicated elsewhere in the region. This project will provide a new home for the local YMCA right in the heart of downtown Fulton. The proposed redevelopment would include the creation of a full-service downtown YMCA facility, construction of a separate glass natatorium to house an Olympic-sized swimming pool, consolidation of existing Windstream offices, and the provision of additional retail space on the first floor facing NYS 481. The YMCA would be a long-term primary tenant of the building.



Proposed Conditions

PROJECT DESCRIPTION (CONTINUED)

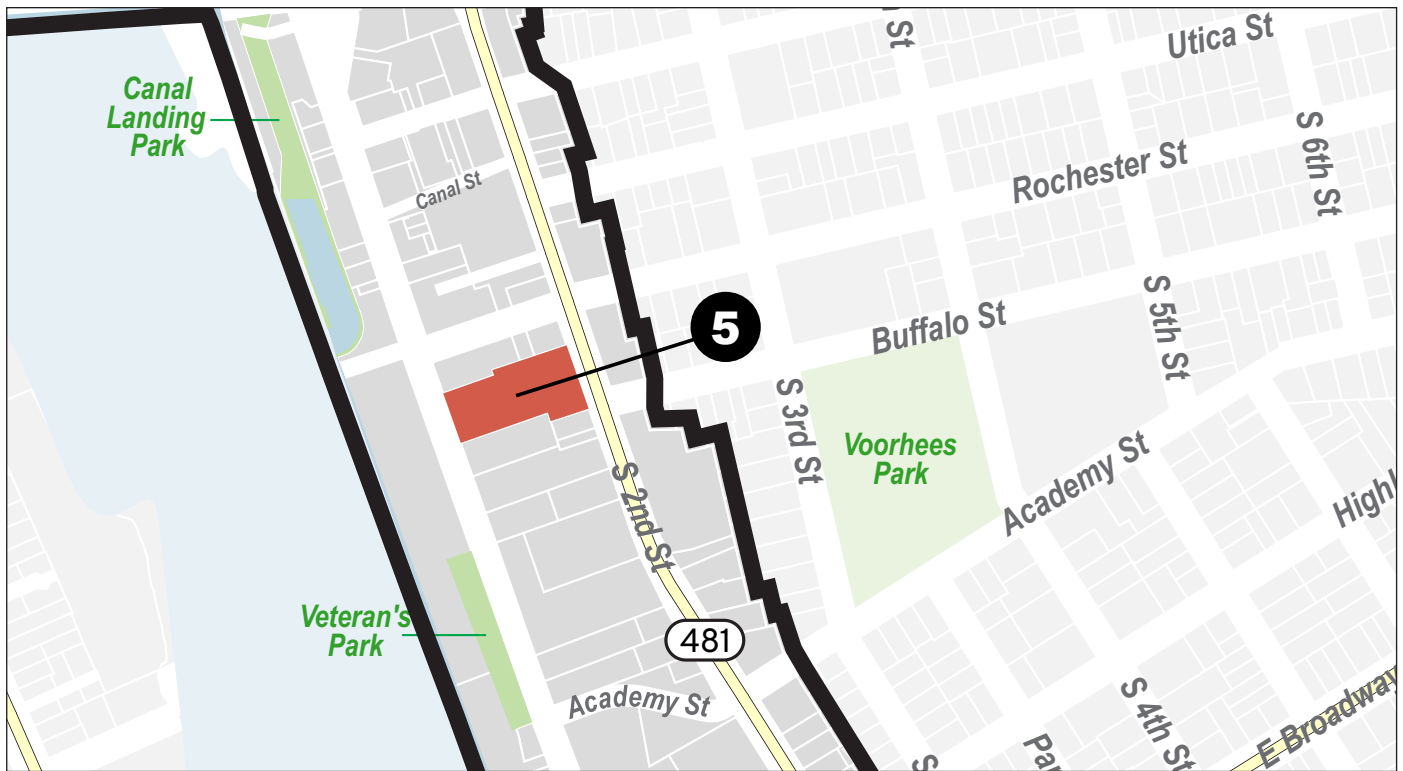
The existing parcel is approximately 1.4 acres, comprising two office buildings and a large surface parking lot. The relocation of the City's existing YMCA into the proposed building would allow the YMCA to offer expanded programming and updated facilities for its members. With frontage on both South 1st Street and South 2nd Street, this project will introduce a major community hub directly in Fulton's downtown core. It would also repurpose a largely underutilized surface parking lot, which currently serves as a physical and visual barrier between South 1st and South 2nd Streets.



Rendering of a natatorium on the rear of the site

PROJECT LOCATION

108 S. 2nd Street



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

Doty Contracting, LLC

CAPACITY

Doty Contracting, LLC will be the project sponsor and property owner for the proposed YMCA project. Travis Doty is the President of Doty Contracting, LLC and has extensive experience working on redevelopment projects in the area.

PROJECT PARTNERS

Fulton Family YMCA, Windstream, and future commercial tenants

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Expand arts, education, recreation, sports, and historical preservation offerings
- Create gathering places to support more interaction between residents
- Enhance existing aesthetics and infrastructure to attract visitors

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

ANTICIPATED REVITALIZATION BENEFITS

Relocating the YMCA to the heart of Fulton's downtown will draw more community members to the area, which will benefit local businesses. The proposed project's location links together the City's major thoroughfares – providing a critical link between the NYS 481 Corridor, S 1st Street, and the waterfront. Currently, these areas are defined by surface parking lots which create barriers and limit downtown circulation and activity.

The new facility will provide the youth swim team a place to practice without increasing team fees and will continue to provide the following essential services to the community: a thriving pre-school, a unique empowerment program for pre-teen girls, exercise programs for adults and senior adults, music lessons, athletic training, and a busy summer camp. The facility will also allow the YMCA to provide increased programming and activities for residents of Fulton and neighboring communities.

COVID-19 RECOVERY

Community-centered projects such as this will provide much-needed services to residents during economically challenged times.

PUBLIC SUPPORT

Residents and businesses emphasized the need to make downtown more inviting for all ages, particularly younger residents. This was echoed during a stakeholder outreach session at G. Ray Bodley High School, where the majority of students expressed a strong desire for recreational facilities and a central gathering spot in the downtown area. The proposed redevelopment of the Windstream building would introduce these community-oriented facilities directly in the center of downtown.

JOBS CREATED

65 FTEs

ACQUISITION OF REAL PROPERTY

The parcel on South 2nd Street (Tax ID 236.63-03-10) is currently owned by Windstream New York, Inc. Doty Contracting, LLC has provided a Letter of Intent For Contract Sale of Property. Travis Doty is the President of Doty Contracting, LLC. Windstream New York, Inc. will enter into a purchase agreement to sell the subject property to Doty Contracting, LLC.

PROJECT BUDGET AND
FUNDING SOURCES

Private financing from M&T Bank and Navina Solutions, Inc will cover the non-DRI portions of this project.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Remodeling Work	DRI funds, Private financing	\$1,096,000
Gym Construction	Private financing	\$1,009,000
Natatorium (glass enclosure for swimming pool)	Private financing	\$1,750,000
General Conditions/ Soft Costs (includes permitting, architect, engineer, survey, testing, supervision)	Private financing	\$215,500
Property Acquisition	Private financing	\$872,500
TOTAL DRI FUNDS REQUESTED		\$989,000
TOTAL FUNDING FROM OTHER SOURCES		\$3,954,000
TOTAL PROJECT COST		\$4,943,000

FEASIBILITY AND COST
JUSTIFICATION

Detailed cost estimates were provided by Doty Contracting, LLC. Doty Contracting, LLC is active throughout Central New York and understands local market conditions to deliver the proposed project. Letters of interest for the provision of funds have been provided by M&T Bank and Navina Solutions, Inc.

REGULATORY REQUIREMENTS

Site plan approval and building permits will be required from the City of Fulton. Coordination with NYSDOT is necessary due to the proximity to NYS 481.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Winter (Q1) 2021 - Local Approvals Obtained (site plan approval, site work and building permit)

Spring 2021 - Preliminary site-work/preparation

Summer 2021 - Site-work completed and construction commenced

Summer 2022 - Construction completed and YMCA opened

PROJECT REPORTING

Doty Contracting, LLC as the project sponsor will be responsible for the implementation, construction and administration of the YMCA project with the requested Fulton DRI funds. Metrics including program attendance at the YMCA and commercial space occupancy and jobs information.

6. DEVELOP A NEW MANUFACTURING START-UP FACILITY ON THE FORMER NESTLÉ SITE



Existing Conditions

DRI FUNDING REQUEST AND
TOTAL PROJECT COST

Total Project Cost: \$4,300,000
DRI Request: \$860,000

PROJECT DESCRIPTION

The manufacturing start-up facility project will redevelop an approximately 3-acre vacant portion of the Former Nestlé Site into a modern, 30,000 SF manufacturing facility to attract and expand advanced manufacturing businesses in the City of Fulton. The project will build upon the site’s storied manufacturing history and transform the vacant and blighted Nestlé site into a productive center with well-paying jobs. There are several potential manufacturing tenants identified for this site that would retain good paying jobs as well as create new jobs in the City of Fulton and attract outside investment. The project will reuse heavy industrial infrastructure left on-site from the former Nestlé facility and it will be a catalyst to spur additional industrial and commercial projects on the adjacent sites. This project will include the development of a new street which will help make the balance of the Nestlé site more attractive to other developers.



Proposed Conditions

PROJECT LOCATION

Approximately 576 S. 7th Street. The property is a vacant site and therefore has no mailing address.



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

Oswego County Industrial Development Agency (IDA). The current owner of the site is the City of Fulton, which is in the process of transferring ownership to the IDA. The purchase price has already been negotiated and the IDA is just waiting for an updated survey and legal description since the acquisition requires a sub-division of the overall former Nestlé site.

CAPACITY

The County of Oswego IDA will be responsible for the long term ownership and financing of the project. Operation Oswego County, Inc., an economic development organization that serves Oswego County, will be managing the day to day operation of the facility. The County of Oswego IDA has been serving Oswego County since 1976 and has a successful track record of project implementation and economic development financing. Operation Oswego County, Inc. has been serving Oswego County since 1953 and also has a long and successful track record of delivering and maintaining successful development and redevelopment projects such as the Oswego County Industrial Park, the Business Expansion Center, the Spec Building in the Lake Ontario Industrial Park, among others.

PROJECT PARTNERS

County of Oswego Industrial Development Agency will own and finance the project and provide appropriate incentives if applicable to facilitate business growth. It will work with the following partners:

Operation Oswego County, Inc. – Will manage, market and oversee the day to day operations of the facility.

Fulton Community Development Agency – Will be a partner in providing economic development resources to facilitate growth. Will also be a partner to provide specific funds for road and infrastructure improvements adjacent to the site that will enhance business attraction and growth.

City of Fulton - Will be a partner in providing tenant assistance, facility lead generation, and employment recruitment.

SUNY Oswego – Will be a partner with the Start Up NY program designation for the facility. It would be the only Start Up NY designated facility in the City of Fulton and the only available leasable property in Oswego County making it very attractive to advanced manufacturing startup companies.

Cayuga Community College Fulton Campus – Will be a partner by operating training programs for advanced manufacturing and is in the process of establishing an Advanced Manufacturing Institute. They will be a critical partner for the tenants of the facility and their workforce needs.

Oswego County Workforce Development Board – Will be a partner in providing employment recruitment assistance to business tenants.

Small Business Development Center – Will be a partner in providing business planning assistance, Micro Enterprise training.

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Support legacy manufacturing and established economic sectors in the downtown such as the healthcare industry
- Support workforce development and high-tech job training
- Support recruitment of high-quality professionals
- Increase business investment

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets:

Invest in Existing Regional Industry Concentrations and Businesses

- *Solidify the reach of regional industry clusters into growing global markets to create a sustainable framework for economic growth, while also protecting the region from downward economic trends making our core industrials sector more competitive and diversified.*

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

The project is located on the former Nestlé site which is one of the priority redevelopment sites in the City of Fulton Brownfield Opportunity Area plan.

The project also meets several criteria of the 2017 Oswego County Economic Advancement Plan:

1. Build strategically located Spec Buildings (4.F)
2. Build momentum around advanced manufacturing (3.B)
3. Reutilize and enhance existing infrastructure (4.A)
4. Enhance Entrepreneur Development (3.E)
5. Expand capacity of programs supporting business attraction and expansion (1.E)

**ANTICIPATED REVITALIZATION
BENEFITS**

This project will revitalize the former Nestlé site in the City of Fulton. The project site is in an economically distressed census tract. It will create and retain much needed well-paying manufacturing jobs and investment that will spur further development on the site and surrounding area.

It is anticipated that as companies grow within the facility they will eventually “graduate” and collaborative efforts will be made to keep them within the community where they can continue to grow and the Manufacturing Start-Up Facility can then attract new tenants to start the process over, creating a sustainable source of new jobs and investment in the City of Fulton.

The site is within a Federally recognized Opportunity Zone, which can be leveraged to spur additional economic investment.

This project is also a catalyst to further redevelopment and jobs on the former Nestlé site as its development will reuse and rebuild existing infrastructure and allow critical new infrastructure to be brought into the site by leveraging our project partners such as the City of Fulton and the Fulton Community Development Agency.

PUBLIC SUPPORT

The City of Fulton, Fulton Community Development Agency, and the public have expressed support for the Manufacturing Start-Up Facility project during the DRI planning process. The City of Fulton has expressed support through its negotiations for sale of the vacant land to the County of Oswego Industrial Development Agency and has participated in meetings to sub-divide and plan infrastructure and street enhancements.

Several letters of support for the project from local, county, and state elected officials were attached to the project’s Consolidated Funding Application.

JOBS CREATED

30 FTEs

**ACQUISITION OF REAL
PROPERTY**

N/A

**PROJECT BUDGET AND
FUNDING SOURCES**

Funding for the non-DRI portions of the project have already been committed including \$2,000,000 Oswego IDA equity, a \$850,000 CFA grant, a \$250,000 Northern Border Regional Commission grant, \$100,000 National Grid grant, and \$305,500 private financing.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Site Acquisition	Equity, grants, financing	\$80,000
New Construction	DRI funds, equity, grants, financing	\$2,725,000
Site Work	Equity, grants, financing	\$875,000
Soft Costs	Equity, grants, financing	\$600,000
Other costs (permits, etc)	Equity, grants, financing	\$20,000
TOTAL DRI FUNDS REQUESTED		\$860,000
TOTAL FUNDING FROM OTHER SOURCES		\$3,440,000
TOTAL PROJECT COST		\$4,300,000

The IDA has discussed a contingency plan if the full DRI funding is not received. If DRI funding is not awarded or is significantly cut back, the size and scope of the project would have to be significantly scaled back. It would most likely go from a 30,000 SF project to a 20,000 SF project (33% reduction in space). This would be necessary, as the CFA funding received would be reduced on a pro-rata portion of project size so if the DRI funding is reduced or removed, it would also be a reduction in CFA funds as well.

**FEASIBILITY AND COST
JUSTIFICATION**

The project costs were developed in an in-depth analysis performed by C&S Companies. The County of Oswego Industrial Development Agency contracted with them to perform the study. That study has been provided.

REGULATORY REQUIREMENTS

City of Fulton Sub-Division Approval – Obtained April 2020

City of Fulton Planning Board Site Plan Review – Obtained May 2020

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Fall 2020 - Site acquisition, engineering and design

Spring 2021 - Permitting

Summer 2021 - Construction begins*

Spring 2022 – Project Completion / Occupancy

* DRI funded construction will not begin until after the project has been awarded funds

PROJECT REPORTING

The project will be managed by Operation Oswego County, Inc. (OOC), which will report to the County of Oswego Industrial Development Agency (IDA) monthly during the construction period. Performance benchmarks of companies assisted, job creation and retention, and dollars invested will be tracked quarterly and reported to the IDA. Annual reports will be made available to the City of Fulton and the Fulton Community Development Agency via the Annual Reports of both OOC and the IDA. Metrics include number of companies assisted, job creation and retention, and dollars invested.

7. CONSTRUCT MULTI-USE WALKING TRAILS WITHIN THE DRI BOUNDARY



Existing Conditions



Existing Trail

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$1,641,000
DRI Request: \$820,000

PROJECT DESCRIPTION

The project to complete the trail network within the DRI boundary can be broken into three parts:

- Complete construction of the Pathfinder Canal Towpath Trail (South section from the Broadway Bridge to Nestle Avenue which is the southern boundary of the DRI area).
- Install bridge accent lighting on both sides of the Broadway Bridge and Oneida Street Bridge along the Canalview Bridge Walk Trail, located along the Oswego River and Canal in downtown Fulton.
- Replace the existing pedestrian fence on the Oneida Street Bridge which has corroded and is rusted along the pipe supports and brackets. This fence will be replaced before bridge accent lights are installed on the Oneida Street Bridge for both pedestrian safety and aesthetics.

These improvements will build upon work already completed along the Oswego River in Fulton such as the Indian Point Landing gazebo, fishing pier, the initial portion of the Pathfinder walking trail, and the Canal Landing marina, gazebo, and park. Finishing the construction of these trails and lighting the bridges was identified as a key project in Fulton's Local Waterfront Revitalization Program (LWRP) Plan. The 2018 Fulton Multi-Use



Precedent image of colorful bridge lighting

**PROJECT DESCRIPTION
(CONTINUED)**

Walking Trail Feasibility Study has already provided final design/construction drawings for these two trails.

The proposed trails will provide a permanent public benefit by creating a pedestrian friendly downtown with access from all of the residential neighborhoods and points of interest around the city. Residents and visitors alike are welcome to the multi-use trail system, and much of the signage will be directed to visitors referencing the rich history of the city along the way.

PROJECT LOCATION

Within the DRI boundary along the east side of the Oswego River and across the Broadway and Oneida Street bridges.



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

City of Fulton

CAPACITY

The Fulton Community Development Agency has considerable experience in administering grants on all levels: local, state and federal. The City of Fulton Chamberlain/Clerk will be handling the process to track, request funds, and handle regulatory compliance as he has on all grant and funding projects. The City of Fulton currently has systems, policies, procedures, and staff in place to handle projects such as this.

PROJECT PARTNERS

Partners will be Department of State LWRP and Canal Corporation, both of which provided grants for this project and will be providing oversight of the trail implementation.

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Create gathering places to support more interaction between residents
- Enhance existing aesthetics and infrastructure to attract visitors
- Incorporate technology solutions that support city pedestrians, handicapped users, and bicyclists
- Attract more outdoor community events in the downtown and along the waterfront
- Complete the trail network along the waterfront
- Enhance the visibility of the waterfront
- Provide greater accessibility and increased lighting to create a safe and welcoming environment

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Rethink Our Urban Redevelopment Efforts by Leveraging the Region's Exemplary Anchor Institutions in Education, Health and Medicine, Arts and Culture, and Philanthropy

- *Integrating their missions and physical investments in the community to build stronger neighborhoods, create a steady supply of talented workers, enhance the region's strong quality of life, and market regional opportunities to the rest of the world through their national stature and social and professional networks.*

Finishing the construction of the waterfront walking trails along Fulton's Oswego River and Canal represents a regional economic priority not only for Fulton but for Oswego County. Fulton is the gateway to Oswego County and Fulton's revitalization will benefit the rest of the County. These projects support CNY REDC's "established and growing economic industry sector" of Tourism. Fulton's natural assets provide a base for tourism. The opportunity exists to expand this base by adding to facilities and amenities to appeal to visitors to the region. The multi-use trails will add unique experience-based attractions for residents and visitors interested in nature trails, fitness, and historic sites that interpret important eras of U.S. History including Native American history and culture, the War of 1812 and the Industrial Revolution, all of which occurred in Fulton.

On a local level, this project is a key project of Fulton's LWRP by creating the linkage to connect Fulton's downtown waterfront areas to the City's parks and recreational areas.

**ANTICIPATED REVITALIZATION
BENEFITS**

Upon completion of this project, visitors and residents will be drawn to the trails. These trails will inspire people to walk for fitness, enjoyment, and also to learn about the impressive history of Fulton that includes the Native Americans, the early European settlers, the military impact of Fort Bradstreet, the Oswego Canal and the glorious manufacturing era that advanced and cultivated the City of Fulton. As part of Fulton's downtown revitalization, this project will be a catalyst for economic development and tourism. For example, the influx of families, students, performers and arts patrons visiting CNY Arts Center, nearby restaurants, and shops will be able to enjoy the trails resulting in a newborn synergy. The trails also connect to the Fulton Waterfront, which is targeted for increased programming and outdoor events such as summer theatre, concerts and poetry readings.

COVID-19 RECOVERY

In light of the events associated with COVID-19, outdoor facilities are invaluable to the community. The completed trail system will provide a place for residents to responsibly enjoy the natural resources of Fulton, while reducing the potential spread of the novel coronavirus.

PUBLIC SUPPORT

For the past several years, the City of Fulton, community groups, and volunteers have partnered together to help revitalize Fulton. The City has been working on these initiatives: updating the City's Comprehensive Plan, finalizing its LWRP Plan, as well as applying for the DRI for four years. In addition, many community groups such as Fulton Footpaths, Fulton Block Builders, Friends of Fulton's Parks, and the Lake Neatahwanta Reclamation Committee have been garnering support and helping to build multi-use walking trails, revitalize neighborhoods, improve city parks and clean up the lake. Fulton has received a remarkable level of community support for these initiatives. To date, Fulton has held four public meetings for the LWRP Plan and the Multi-Use walking trails. The meetings were well attended and the public has responded with positive support and creative ideas for the trails and Fulton's waterfront. Local support has continued to be expressed at the DRI public meetings.

JOBS CREATED

N/A

**ACQUISITION OF REAL
PROPERTY**

N/A. The City of Fulton has site control of the entire trail network through ownership, easement, or right of way for the project.

PROJECT BUDGET AND FUNDING SOURCES

The non-DRI funding sources include grants from DOS LWRP, Canal Corp, Erie Canalway Heritage that have already been secured.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Broadway and Oneida Street Bridge Lighting	DRI funds and grants	\$941,000
Oneida Street Bridge Fencing	Grants	\$300,000
Pathfinder Canal Towpath South Construction	DRI funds	\$400,000
TOTAL DRI FUNDS REQUESTED		\$820,000
TOTAL FUNDING FROM OTHER SOURCES		\$821,000
TOTAL PROJECT COST		\$1,641,000

FEASIBILITY AND COST JUSTIFICATION

Cost estimates for the trail project came from the Multi-Use Trail Feasibility Study conducted by EDR (Environmental Design & Research). The costs for the Oneida Street and Broadway bridge renovations were supplied by CJ Smith, Commissioner, Department of Public Works, City of Fulton.

REGULATORY REQUIREMENTS

Building permits and environmental review (SEQRA) will need to be obtained from the City of Fulton. DEC and Canal Corp. permits will need to be obtained from the State. Army Corps of Engineers permit will need to be obtained from the Federal government.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Winter (Q1) 2021 – RFP issued/awarded for design work

Spring 2021 – Construction to begin

Summer 2022 – Project completed

PROJECT REPORTING

The project lead is the City of Fulton. This project will be implemented using the City of Fulton's procurement and administrative procedures. The Executive Director of the Fulton Community Development Agency will be the project lead with assistance from the City Chamberlain/Clerk, Commissioner of the Department of Public Works, and the Superintendent of Parks and Recreation. Metrics will include number of visitors using the trails.

8. CREATE A BUSINESS ASSISTANCE FUND TO PROVIDE RESOURCES AND FINANCIAL SUPPORT TO ENCOURAGE DOWNTOWN REVITALIZATION

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$1,500,000
DRI Request: \$750,000



Eligible activities may include commercial interior and exterior building improvements

PROJECT DESCRIPTION

The City of Fulton will establish a grant fund to offer assistance to eligible projects that will enhance and strengthen the Downtown Revitalization Initiative area. These projects will help to promote retail and commercial visitors to Fulton's downtown.

The City will create marketing materials and will conduct outreach within the DRI boundary area to ensure that all property and business owners are aware of the availability of financial assistance. Eligible recipients include individuals, for-profit entities, and non-profit entities.

Eligible activities may include commercial interior and exterior building improvements and soft costs; technical assistance for planning and development studies; and purchase of permanently installed equipment. Site improvements, furnishings, electronic equipment, and supplies would not be covered by this grant.

Additionally, funds may be used for COVID-19-related expenses including fixtures and equipment to guide social distancing, PPE, and improvements to support adjusted business practices (e.g. pick-up windows and outdoor seating).

PROJECT DESCRIPTION
(CONTINUED)

The grant is structured to provide funding to projects of up to \$50,000 per building, not to exceed 50% of the total building renovation project cost. Match requirements will be applied on a building-by-building basis and in-kind services are not eligible to be used as a match. Additionally, costs incurred prior to the effective date of the grant agreement are not eligible for reimbursement and not eligible as a match.

The following criteria will be assessed during the application review process:

- Projects that are visually prominent in the downtown;
- Projects with historic value or historic properties in danger of being lost in part or in total to disrepair or damage;
- Projects that with the assistance of grant/loan funds, will reduce blight, contribute to the economic recovery of the target area, or realize a stabilization or expansion of a downtown business;
- Assistance will create jobs;
- Assistance will allow business to expand service offerings.
- Assistance will allow applicant to comply with the City Design Guidelines and signage regulations
- Projects that assist mixed use buildings

PROJECT LOCATION

Entire DRI area



Location of the Proposed Project

PROPERTY OWNER/SPONSOR	City of Fulton
CAPACITY	<p>The City of Fulton is the lead administrator for the DRI Downtown Improvement Fund. The City Director of Community Development is responsible for the overall program administration. The City Chamberlain is responsible for all program financial transactions.</p> <p>The City of Fulton’s current micro-enterprise loan program administered by the Fulton Community Development Agency has operated with less than a 2% default rate. The Mayor and the Council members serve as a Board of Directors. The program was originally funded from unrestricted administrative reserves from administered HUD Programs. These funds were loaned or granted based upon a creation of 1 FTE position created for each \$10,000 provided.</p>
PROJECT PARTNERS	N/A
DRI STRATEGIES	<p>The proposed project addresses the following DRI strategies:</p> <ul style="list-style-type: none"> • Fill and redevelop Fulton’s vacant commercial space • Enhance existing aesthetics and infrastructure to attract visitors • Support local entrepreneurship • Increase business investment
REDC STRATEGIES	<p>The proposed project addresses the following REDC strategies:</p> <p><u>Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods:</u></p> <p>Repurpose Existing Infrastructure to Recreate Density in Development</p> <ul style="list-style-type: none"> • <i>Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.</i>
ANTICIPATED REVITALIZATION BENEFITS	<p>This project would bring needed jobs and economic development to Fulton’s downtown and business districts through investment in anchor institutions, entrepreneurial growth, and mixed-use developments.</p> <p>In the short-term, filling many of the vacant storefronts would make pedestrians feel safer and would eliminate vandalism targets. In the long term, major private investment would be leveraged for job creation in a downtown ripe for transformation. Upon the occupancy of these</p>

storefronts, the added foot traffic would make restaurant and entertainment expansions more attractive.

PUBLIC SUPPORT

Public support to address some of the smaller projects has been overwhelming. Re-introducing small business in the downtown has been at the forefront of many discussions and public input sessions. The City's comprehensive plan includes support for additional types of funding resources, such as this project, for downtown revitalization.

The following list of projects were identified during the DRI process as potential future recipients of the grant fund. It should be noted that all projects would need to apply for and be accepted into the grant program.

- Leah's Signature Inc – façade and site improvements
- 117 Cayuga Street – façade and interior improvements
- Eastern Shore Insurance – façade improvements
- Fort Frisbee – façade and site improvements
- Red Baron Pizza – façade and interior improvements
- 63-65 S 1st Street – façade improvements to restore/recreate historical elements
- Gosch Electric – façade improvements
- Mama Gina's interior improvements
- Cayuga Street Condominiums – creation of rooftop outdoor space
- Blue Moon Grill – create rooftop dining area / installation of elevator
- Upward Graphics – interior buildout
- Focused Fiscal Force - new accounting firm looking to locate in downtown Fulton, interior buildout
- Projects recommended but not funded through the DRI process

JOB'S CREATED

48 FTEs

With the projected total project investment (including private investment) of \$1.2 million dollars, the short-term job creation could be 48 FTE jobs based upon 1 FTE for every \$25,000 in the first two years. This figure does not include the relocation of existing jobs into the downtown.

ACQUISITION OF REAL PROPERTY

N/A

PROJECT BUDGET AND
FUNDING SOURCES

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Grants to small businesses	DRI	\$750,000
Matching funds from grant recipients	Private funds, bank loans, cash	\$750,000
TOTAL DRI FUNDS REQUESTED		\$750,000
TOTAL FUNDING FROM OTHER SOURCES		\$750,000
TOTAL PROJECT COST		\$1,500,000

Administration of the grant program is not to exceed 10% of DRI funds.

FEASIBILITY AND COST
JUSTIFICATION

Each project will be reviewed for feasibility and cost justification based upon review of the application, rating and ranking of each sub-project.

REGULATORY REQUIREMENTS

The City would require a resolution to establish this fund and individual agency reporting will be determined following the approval of this fund through the NYS DRI process.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Winter (Q1) 2021 – Adopt legislation creating the Business Assistance Fund

Spring 2021 – Start accepting applicants for funds / start administering funds

Spring 2023 (or whenever funds run out) – Close Business Assistance Fund or seek additional funding to replenish the fund

PROJECT REPORTING

This project will be monitored at monthly meetings along with expenditure review and approvals before any funds are released. The project sponsor will be responsible for the implementation, and administration of the project with the requested Fulton DRI funds.

The City of Fulton will retain distribution lists, public notices and other documentation of marketing and outreach efforts in program files.

9. STRENGTHEN INFRASTRUCTURE OF BUILDING & MACHINERY AT MAJOR MANUFACTURING FACILITY



Existing Conditions

**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total Project Cost: \$2,100,000
DRI Request: \$420,000

PROJECT DESCRIPTION

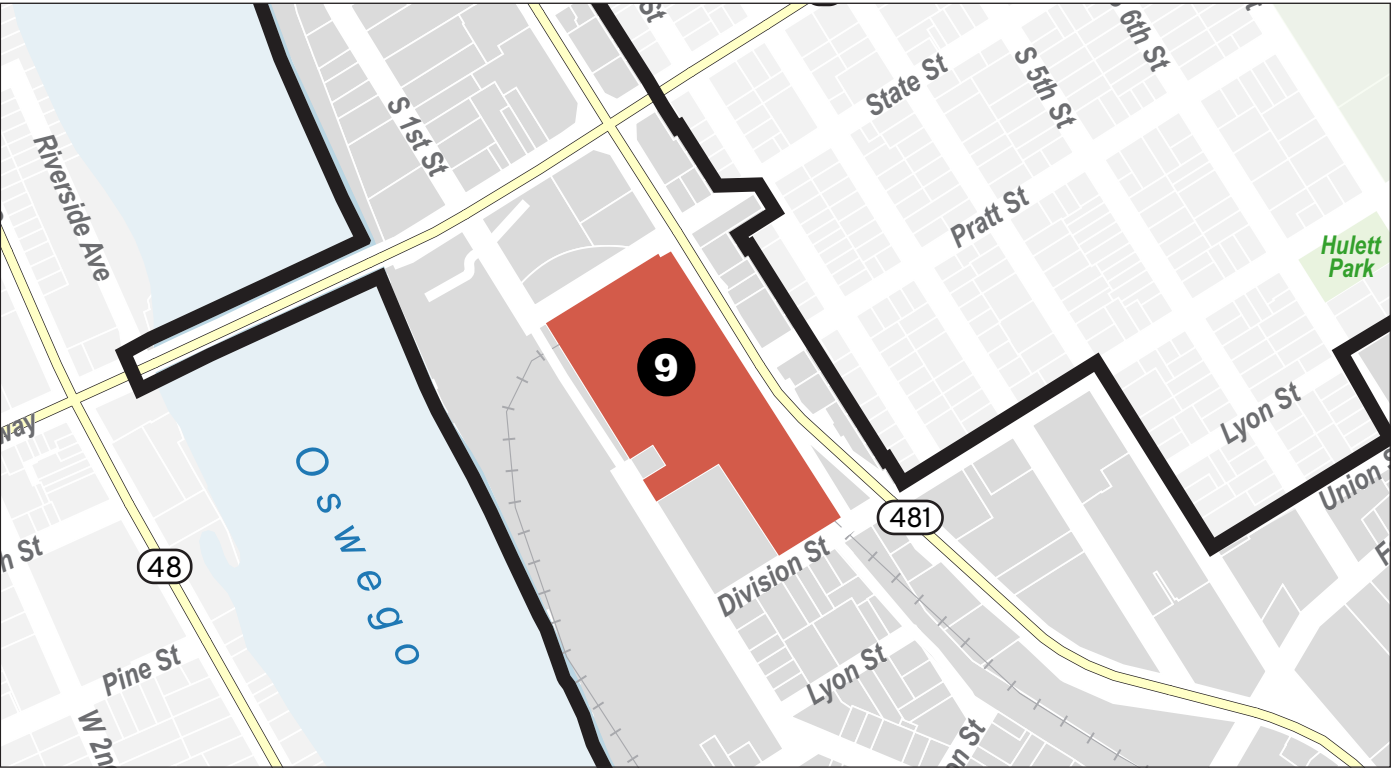
This is an industrial project on the campus of Huhtamaki at 100 State St. in Fulton, NY. Huhtamaki and its predecessors have operated at this location since 1880. Huhtamaki is the largest manufacturing employer in the City of Fulton. This facility manufactures paper packaging for consumer goods and food service. This project will upgrade and improve existing buildings and machinery to support Huhtamaki’s operations including a new roof on the finished goods warehouse, outside beautification of the grounds and buildings, replacement of a failing and obsolete freight elevator, replacement of an electric sub-station, and electrical controls upgrades on machinery that is no longer supported by the original equipment manufacturers. This project will enable Huhtamaki to retain and potentially increase jobs in the future. The project property consists of multiple two-story buildings used for manufacturing and warehousing raw material, work in process materials, and finished goods products. The aesthetic site improvements will include pedestrian improvements along a cut-through currently utilized by many Fulton residents.



Location of proposed streetscape improvement

PROJECT LOCATION

100 State Street



Location of the Proposed Project

PROPERTY OWNER/SPONSOR	Huhtamaki Inc.
CAPACITY	The Plant Manager at the Huhtamaki Fulton facility will be responsible for the long-term implementation of this project. Huhtamaki is a global food packaging company with operations in 34 countries. Huhtamaki has a total of 70 manufacturing facilities with 17 in North America. Contracts with the State would be executed by Senior Management at the company's North American headquarters in De Soto, KS.
PROJECT PARTNERS	N/A
DRI STRATEGIES	<p>The proposed project addresses the following DRI strategies:</p> <ul style="list-style-type: none"> • Make the Route 481 and Route 3 corridors more walkable and bikeable • Support legacy manufacturing and established economic sectors in the downtown such as the healthcare industry • Increase business investment • Complete the trail network along the waterfront
REDC STRATEGIES	<p>The proposed project addresses the following REDC strategies:</p> <p><u>Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets:</u></p> <p>Invest in Existing Regional Industry Concentrations and Businesses</p> <ul style="list-style-type: none"> • <i>Solidify the reach of regional industry clusters into growing global markets to create a sustainable framework for economic growth, while also protecting the region from downward economic trends making our core industrials sector more competitive and diversified.</i> <p><u>Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies:</u></p> <p>Build a 21st Century Infrastructure</p> <ul style="list-style-type: none"> • <i>Construct the virtual and physical infrastructure assets that make jobs more accessible, make the flow of information and ideas more efficient, and make the movement of goods more sustainable, low-cost, and effective.</i>

**ANTICIPATED REVITALIZATION
BENEFITS**

Strengthening the infrastructure at Huhtamaki will help maintain the existing workforce and help position it for future growth opportunities. Huhtamaki is centrally located in Fulton on the Oswego River and NYS 481 corridors. The Huhtamaki Fulton Campus (formerly SealRight) has historically employed generations of Fulton families as far back as the late 1800's. Its employees and their families are long time Fulton residents and this project will be a joint investment in both Huhtamaki and its employee's long-term future. Additionally, streetscape improvements will enhance the experience of pedestrians who currently use the Huhtamaki property as a cut through to NYS 481.

PUBLIC SUPPORT

Huhtamaki is the largest manufacturing employer in the City of Fulton. The continued growth and development of Huhtamaki is supported by its employees and their families who have a vested interest in Fulton and its long-term viability.

JOBS CREATED

Huhtamaki currently employs 400 full-time people and 480 full-time equivalent jobs. This project will allow it to maintain the existing workforce and provide the foundation for future potential growth.

**ACQUISITION OF REAL
PROPERTY**

N/A

**PROJECT BUDGET AND
FUNDING SOURCES**

This project will be funded through Huhtamaki capital investment and DRI funding. Huhtamaki is a publicly traded company and has sufficient cash flow to fund the non-DRI portion of these projects if approved through the Huhtamaki Capital Approval Process.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Roof Replacement	Capital funds	\$1,000,000
Building & Grounds Beautification	DRI funds	\$100,000
Equipment Upgrades	DRI funds	\$320,000
Equipment Upgrades	Capital funds	\$280,000
Freight Elevator Replacement	Capital funds	\$400,000
TOTAL DRI FUNDS REQUESTED		\$420,000
TOTAL FUNDING FROM OTHER SOURCES		\$1,680,000
TOTAL PROJECT COST		\$2,100,000

The budget outline is based on Huhtamaki's Plant Electrical and Process Engineers and assistance of vendors they have successfully utilized in the past for similar projects.

The proposed work to be supported by the DRI funds has been submitted to Huhtamaki's Capital Approval Process for multiple years and has not met the threshold to be funded. The funding that the DRI could provide would substantially change how the project is evaluated in Huhtamaki's Capital Approval Process. It is anticipated that with the DRI support funds these projects would be approved by Huhtamaki's Capital Approval Process.

If the requested DRI funds are not able to be utilized it is anticipated that this project will not meet the threshold to be funded, as in years past.

FEASIBILITY AND COST JUSTIFICATION

The cost of this project has been determined through quotes from various vendors. The scope and specifications of the project were reviewed and developed both internally and with vendors prior obtaining quotes.

REGULATORY REQUIREMENTS

Building permits from the City of Fulton

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

All projects are shovel ready contingent upon the Huhtamaki Capital Approval and DRI approval processes.

Winter 2020 through December 2022: Equipment Upgrades

Spring 2021 through Summer 2022: Building and Grounds Beautification

Winter 2020/2021: Freight elevator replacement

Summer 2021 through Summer 2022: roof replacement

December 2022: project complete

PROJECT REPORTING

Huhtamaki as the project sponsor will be responsible for the implementation, construction and administration of the project with the requested Fulton DRI funds. Metrics may include production numbers and staffing levels.

10. CREATE A MULTI-PURPOSE SPACE ALONG THE 481 CORRIDOR INTO DOWNTOWN FULTON



Existing Conditions

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$2,000,000
DRI Request: \$400,000

PROJECT DESCRIPTION

This project will transform a neglected property into an aesthetically pleasing multi-purpose space on the NYS 481 corridor, effectively creating a gateway into downtown Fulton.

The existing parcel consists of 1.35 acres and includes a dilapidated 18,860 SF storage/warehouse facility that detracts from the visual aesthetic approaching downtown Fulton. The proposed project will remove the walls of the existing building and replace the roof to create a large pavilion that will be used for covered parking and event space. The portions of the property that are currently paved will be converted to open green space to be used by residents and visitors to Fulton. Open space is especially important in a post-COVID-19 world.



Walls to be removed from this existing building to create an open parking and event space

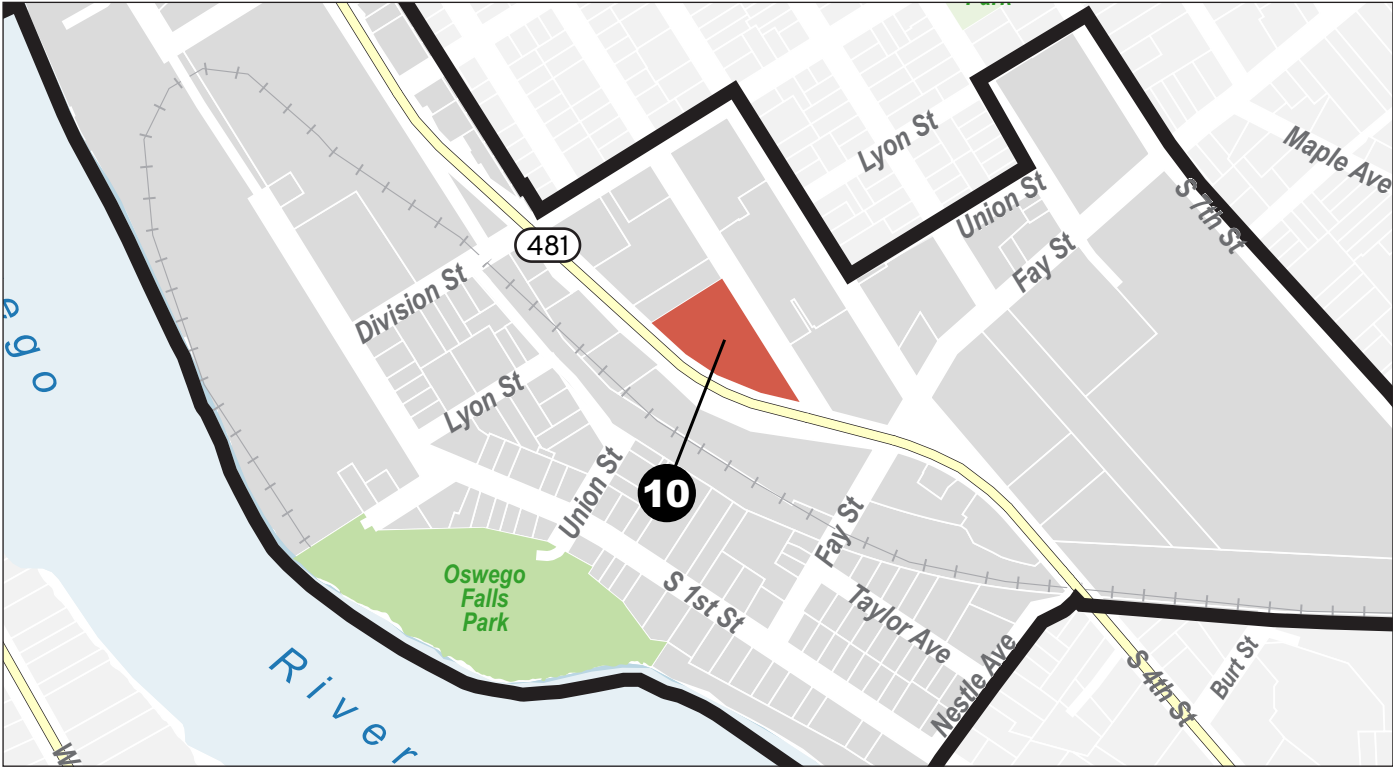
**PROJECT DESCRIPTION
(CONTINUED)**

The proposed project will help meet the City's goal of improving the 481 gateway corridor to make it more vibrant and appealing to pedestrians, residents, and visitors.

This project will benefit the existing surrounding businesses and several proposed DRI projects, by creating an open space that can be used by patrons and visitors and much-needed parking for neighboring businesses including 310-312 Division Street, Oswego Health, and two other proposed DRI projects.

PROJECT LOCATION

The Tax ID of the parcel is 253.25-02-03 and is bounded by NYS 481 and Park Street. There is no documented street address for this property.



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

S & A Holdings, LLC. S & A Holdings, LLC is a 50-50 partnership between Atom Avery and Dr. Micheal Stephens.

CAPACITY

Atom Avery, as managing member of S & A Holdings, LLC , has a successful track record in developing projects, including a \$4.5 million DRI mixed-use project in Oswego that is under construction. Both Atom Avery and Dr. Micheal Stephens, as the managing members of The Maples Assisted-Living, LLC, are involved in the \$4 million improvements of the former Michaud Residential Care Center into The Maples Assisted Living Facility, which is located adjacent to the proposed Gateway Square project. Atom Avery also successfully completed the redevelopment and renovation of The Gardens by Morningstar Assisted Living Community in Oswego with a construction cost of nearly \$4 million.

PROJECT PARTNERS

N/A

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Create gathering places to support more interaction between residents
- Enhance existing aesthetics and infrastructure to attract visitors
- Make the Route 481 and Route 3 corridors more walkable and bikeable

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

ANTICIPATED REVITALIZATION BENEFITS

A well-maintained multi-purposed space in the core of the NYS 481 Corridor will attract residents, businesses, and visitors to surrounding businesses and greatly enhance drivers' first impressions of Fulton as they enter the downtown area. The Gateway Square project could have long-term benefits to the NYS481 corridor into and through Fulton by creating a space that is vibrant and appealing to pedestrians, residents and visitors. The near-term and short-term benefits include increased pedestrian safety, enhanced aesthetics, and increased foot traffic to the adjacent plaza featuring Taco Bell, Fajita Grill and proposed barber shop. A safer, more attractive streetscape and open space will encourage pedestrian activity to adjoining businesses from the nearby medical facilities.

The space will also host community programming and events for residents and visitors to Fulton. Proposed events include a farmer's market and musical events.

COVID-19 RECOVERY

In light of the events associated with COVID-19, an outdoor gathering space would be invaluable to the community. The multi-purpose space will provide a place for residents to responsibly gather, while reducing the potential spread of the novel coronavirus.

PUBLIC SUPPORT

Residents and businesses emphasized the need to make downtown more pedestrian friendly as well as improve the aesthetics and walkability of the NYS 481 Corridor. The existing dilapidated warehouse/storage building that currently occupies the space is highly visible and detracts from this prime gateway location. Improvements in this area will greatly enhance this intersection and corridor.

JOBS CREATED

N/A

ACQUISITION OF REAL PROPERTY

The parcel is currently owned by IYLYDYD Holdings, LLC. Atom Avery is the Managing Member and Trustee of IYLYDYD Holdings, LLC. Upon successful DRI award, IYLYDYD Holdings, LLC will enter into a purchase agreement to sell Park Street to the Gateway Square project sponsor, S & A Holdings, LLC. Effective site control is demonstrated for this parcel to develop the Gateway Square project as Atom Avery is Managing Member with IYLYDYD Holdings, LLC and S & A Holdings, LLC.

PROJECT BUDGET AND FUNDING SOURCES

All non-DRI funds will be paid for with bank financing.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Property Acquisition	Bank financing	\$275,000
Design and Construction	DRI funds and bank financing	\$1,725,000
TOTAL DRI FUNDS REQUESTED		\$400,000
TOTAL FUNDING FROM OTHER SOURCES		\$1,600,000
TOTAL PROJECT COST		\$2,000,000

A Financing support letter from Pathfinder Bank has been provided. A detailed cost estimate from S.J. Thomas Co, Inc has also been provided.

FEASIBILITY AND COST JUSTIFICATION

Project cost estimate was prepared by S.J. Thomas Co, Inc., established general contractors active throughout Central New York. The sponsors have worked with this contractor on The Maples Assisted Living Facility and The Gardens by Morningstar Assisted Living Community projects. The estimated project cost is in line with a similar DRI project recently completed in Oswego, which was the creation of a new pocket park. That park was nearly a \$1 million project upon completion.

REGULATORY REQUIREMENTS

The project will require site plan approval and demolition and building permits from the City of Fulton. This project will also involve coordination with the NYSDOT due to the property's proximity to NYS 481.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Winter 2020: Local Approvals Obtained from the City of Fulton (site plan approval, demolition and building permit)

Winter 2020-Spring 2021: Demolition of Existing warehouse/storage facility

Spring 2021: Construction begins

Summer 2021: Project completed and open to the public

PROJECT REPORTING

S & A Holdings, LLC will be responsible for the implementation, construction and administration of the Gateway Square project. Atom Avery, managing member, has previous experience in managing State DRI grant funding with the Litatro project in Oswego. Metrics will include number of visitors to the park and shared parking agreements with neighboring facilities.

11. RAISE THE ROOF ON ARTS AND ENTERTAINMENT IN THE HEART OF DOWNTOWN FULTON



Existing Conditions

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$440,000
DRI Request: \$352,000

PROJECT DESCRIPTION

CNY Community Arts Center purchased the former fabric store at 121 Cayuga St in June of 2018 and began the conversion of the 7,500 SF two-story space into a multi-arts center providing arts programming in studio fine arts, culinary arts, writing and performing arts. This project represents Phase 3 of the conversion.

Work to be performed as part of Phase 3 includes:

- New doors & windows - There is a critical need for energy-efficient doors and windows which are original to the 1970s building.
- An internal sewer upgrade to the building is needed to meet increased demand and prevent a recurring backup into the basement. These backups interfere with public use of the basement space. The



Proposed Conditions

PROJECT DESCRIPTION (CONTINUED)

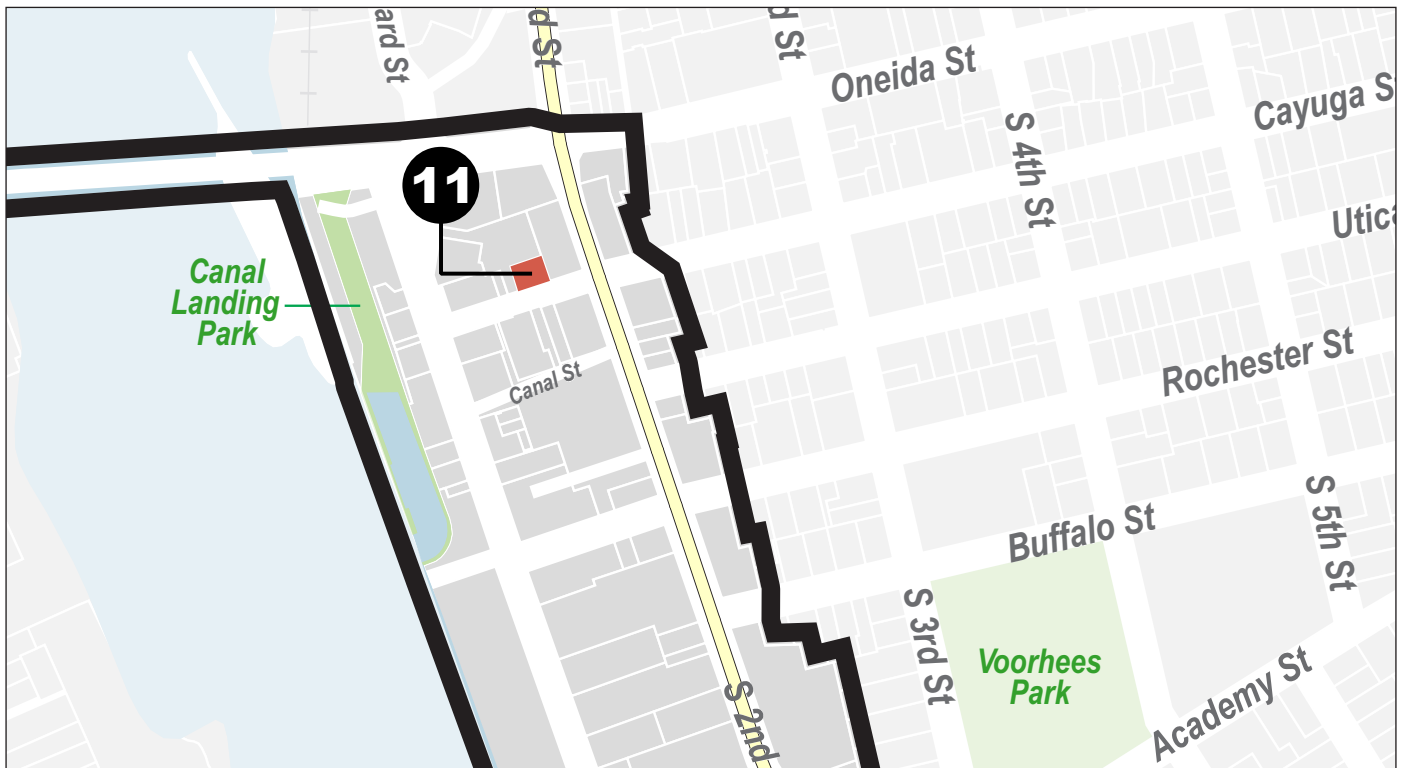
immediate solution is to dig a trench in the basement floor, replace approximately 16 feet of old pipe and install a backwater valve.

- Level the roof over the south side of the building, aligning it with the existing Mezzanine level. The current sharply angled roofline interferes with adequate height placement of stage lighting and overhead space access for the theatre. Due to the sloped roof line, stage lighting is located immediately overhead at 9', which is too low over the action onstage and interferes with audience sight lines.
- Extend the Mezzanine floor – Leveling the roof would allow for the creation of an additional 1,100 SF in usable space. This space will allow for an expanded tech booth, new balcony seating (40 seats), and a room to house additional programming.

Already completed phases of this project included the creation of an 80-seat theater, two dressing rooms, a welcoming reception area where art is displayed, a teaching kitchen, office space, a chair lift to reach the mezzanine level and a wheelchair lift to reach the lower level of the facility, a lower-level performance space, storage, energy efficient stage lighting, and audio devices for the hearing impaired.

PROJECT LOCATION

121-125 Cayuga Street



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

The project sponsor and owner is CNY Community Arts Center, Inc., a 501(c)(3) whose Board of Directors has legal authority to execute contracts and oversee the project.

CAPACITY

In 2018, the CNY Community Arts Center purchased the building in downtown Fulton and initiated a \$340,000 renovation with grants received from the NYS Council on the Arts, the Shineman, Gifford and Oswego County Community Foundations, and many local businesses and individuals. As the authorized contracting entity, the Board of Directors, has a proven track record of successful redevelopment of the building to date and seeks to continue its work in Phase Three of the transformation.

PROJECT PARTNERS

N/A

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Expand arts, education, recreation, sports, and historical preservation offerings
- Create gathering places to support more interaction between residents
- Enhance existing aesthetics and infrastructure to attract visitors

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Rethink Our Urban Redevelopment Efforts by Leveraging the Region's Exemplary Anchor Institutions in Education, Health and Medicine, Arts and Culture, and Philanthropy

- *Integrating their missions and physical investments in the community to build stronger neighborhoods, create a steady supply of talented workers, enhance the region's strong quality of life, and market regional opportunities to the rest of the world through their national stature and social and professional networks.*

ANTICIPATED REVITALIZATION BENEFITS

The presence of a Community Arts Center raises the potential for improved cultural experiences and enhanced gatherings, attracting visitors to a vibrant downtown area where something is always going on or being planned. The full potential of the community arts center downtown has yet to be realized. Creative ideas abound limited only by space, time, and people power. Expanded space on the mezzanine level will allow for overlapping community activities and increased seating at the theater. Activities held at this facility draw will people to downtown. After events, patrons will then spill outdoors into unique spaces with murals, sidewalk paintings, open concerts, block parties, art vendors on the sidewalks and a physical location for festivals and events. The economic impact generated will positively affect businesses, restaurants, retail outlets still to come, and provide unique opportunities for tourists whether arriving by car or boat.

PUBLIC SUPPORT

Public feedback and comments have been overwhelmingly in support of the Arts Center and its potential for creating a vibrant downtown. A membership program and theatre subscription package currently being developed provides a base for growth and stable funding and will stimulate loyalty and participation in downtown events. Phase One and Two were fully funded by private donations, grants, public funds and corporate support.

Feedback from public engagement meetings indicate that there is demand for an expanded facility. The impact of balcony seating in the theatre is a great way to increase revenue with the addition of 40 seats and with the roof leveled the potential for a movie projection system becomes a viable alternative.

JOBS CREATED

6 FTEs. Currently an all-volunteer staff.

With increased space and opportunities for programming and public events, the need for up to 6 full time or FTE staff becomes crucial. An Executive Director/CEO, Administrative Business Manager, Marketing Director (Events Coordinator & Community Relations), Development Director for Fund development, Facilities Technical Director, and Education Program Coordinator for studio and applied arts, performing arts, and culinary arts will carry the nonprofit into a vibrant future. The increased space and programming will support the salary needs once the programming is fully realized. Establishing paid salaries for executive leadership and support staff is critical to supporting growth and maintaining a strong foundation at the core of the organization.

A robust membership program and theatre subscription package currently being developed projects a base for growth and stable funding to support salaries.

ACQUISITION OF REAL PROPERTY

N/A

PROJECT BUDGET AND FUNDING SOURCES

As a non-profit arts organization, the primary sources of funding are grants and donations. The CNY Arts Center has received previous grants from the Shineman Foundation and NYS Council on the Arts and will pursue these and other grant opportunities to cover the non-DRI portions of this project. These grants have not yet been applied for, as they require a “match”. DRI funds are expected to be used as the match portion of any grant that is pursued. Current donations have been used for internal COVID-19 relief and to keep the center open during the Pause, as the theater portion of the facility has not been in operation. A donor event is planned for December 2020 to solicit funds that will be specifically earmarked for this project.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Level the Roof including professional services	DRI Funds, private foundation grants, donations	\$232,000
Interior Buildout	DRI Funds, private foundation grants, donations	\$168,000
New Windows and doors	DRI Funds, National Grid	\$36,000
Plumbing upgrades	DRI Funds	\$4,000
TOTAL DRI FUNDS REQUESTED		\$352,000
TOTAL FUNDING FROM OTHER SOURCES		\$88,000
TOTAL PROJECT COST		\$440,000

If less DRI funding were made available, project elements would be prioritized to match the level of funding received. The Arts Center continually develops ongoing support to keep the doors open and provide programming. Operating on earned income alone is insufficient. The Arts Center seeks additional funds for many aspects of its need and tapping all other resources to temper the DRI request would impact its ongoing quest for resources to maintain programming and achieve its other most urgent goal: to hire a staff.

FEASIBILITY AND COST JUSTIFICATION

Cost estimates were derived from discussions held with several construction professionals.

Rowlee Construction estimated a range of \$80-\$100 per SF to level off the roof. To be conservative, the estimate considers the higher \$100/SF, resulting in a cost of \$232,000 for the 2,320 SF roof.

The interior buildout was estimated to be \$150/SF for a total of \$168,000 for the new 1,120 SF area.

The costs of the new doors, windows, and plumbing upgrades were derived from contractor quotes.

REGULATORY REQUIREMENTS

Local zoning approval, building permits, fire safety approval, and ADA compliance standards will be required.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Winter (Q1) 2021

Structural Feasibility Study of building
Zoning compliance and City approval
Architectural Design drawings completed
Quotes/contracts secured
Apply for NYSCA/Shineman grants
Apply for Permits
Fundraising continues

Fall 2021 – as funds are available

Construction begins to raise the roof
New Doors and windows installed before winter season
Sewer upgrade completed as funds are available

Summer 2022 - Target completion

PROJECT REPORTING

Having gained invaluable experience with the recently completed Phase One and Two, a rigorous system of accounting and monitoring will be in place from the beginning. This will be critical for appropriate reporting for grants and funders at the completion of the project. Since the construction period will impact/restrict normal programming by the invasive building project overhead, it will be prudent that the project proceeds in a timely manner without delays to avoid significant loss of income during the construction. A General Contractor will be hired to oversee the project with timelines and budget. Metrics will include a listing of new programs, number of visitors, and revenue figures.

12. UPDATE AND ENERGIZE THE LIBRARY SPACE IN ORDER TO IMPROVE ACCESSIBILITY AND CREATE A CULTURAL DESTINATION FOR RESIDENTS AND VISITORS



Existing Conditions



Existing Conditions - southern exterior

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$311,000
DRI Request: \$311,000

PROJECT DESCRIPTION

The library is located in the heart of the downtown district and has served as the center of information discovery in Fulton for more than 120 years. This historic building, which serves approximately 50,000 visitors annually, is a true asset to the community but it is in need of some upgrades.

New outdoor areas will connect to the Fulton Trails project by creating inviting spaces to rest and relax along the paths. The public will be able to use these spaces for various purposes including, reading, holding meetings, musical performances, social gatherings, craft programs, and more. What was once unused space will become a destination spot and cultural focal point.

Improving the two emergency exit staircases will allow library visitors to safely exit the lower level of the building in the event of an emergency. The steep incline of the area surrounding the library is a challenge that has put this project on hold for many years. Improving these stairs will bring the library up to current accessibility standards.

The iconic building, which is a historic landmark in the community, features two chimneys at each end of the roofline. These two chimneys are in danger of falling. Rebuilding these chimneys is a necessary safety precaution that

**PROJECT DESCRIPTION
(CONTINUED)**

will also help restore and display the impressive historic aesthetic of the building.

The project will be coordinated with the Fulton Trails project to ensure synergy between both projects.



Proposed Conditions - southern exterior



Proposed Conditions - western exterior

PROJECT LOCATION

160 S. 1st Street



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

City of Fulton

CAPACITY

The Fulton Public Library Board of Trustees is the responsible party that will oversee the implementation of this project. The Board of Trustees, in addition to developing and implementing library policies, has helped secure grant funding and has overseen many successful projects in the past that have improved the safety and functionality of its historic building. Some of these projects include the reconstruction of the sub-basement area to protect the elevator and heating mechanicals room, construction of a new staircase from the sub-basement to the basement, installation of an elevator, replacement of the aluminum front door with historically appropriate wood doors, and the replacement of all lights and ballasts with energy efficient LED lights.

PROJECT PARTNERS

N/A

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Expand arts, education, recreation, sports, and historical preservation offerings
- Create gathering places to support more interaction between residents
- Enhance existing aesthetics and infrastructure to attract visitors
- Attract more outdoor community events in the downtown and along the waterfront
- Enhance the visibility of the waterfront

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Rethink Our Urban Redevelopment Efforts by Leveraging the Region's Exemplary Anchor Institutions in Education, Health and Medicine, Arts and Culture, and Philanthropy

- *Integrating their missions and physical investments in the community to build stronger neighborhoods, create a steady supply of talented workers, enhance the region's strong quality of life, and market regional opportunities to the rest of the world through their national stature and social and professional networks.*

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

ANTICIPATED REVITALIZATION BENEFITS

This project benefits the community in various ways. Each element plays a part in rehabilitating the building which, in effect, strengthens the foundation of the library's services. Many people in the community share personal anecdotes about the important role the library plays in their lives and this building stands as a reminder that there is a place they can go to where they have free and equitable access to information and resources that could improve the quality of their lives.

Renovating the emergency exit stairs and rebuilding the chimneys sends the message to the community that the library cares about their safety and wants them to feel comfortable and welcome. These two components will also restore some of the historic integrity of the building and create a more inviting facade for community members and visitors.

Similarly, the installation of the two outdoor spaces will create a gathering place for the community where they can engage with one another, create together, and learn together. The goal is to truly become a hub of culture and education in the community and the repurposing of this unused space would help further that goal.

COVID-19 RECOVERY

In light of the events associated with COVID-19, creating new outdoor gathering spaces would be invaluable to the community by providing a place for residents to responsibly enjoy the natural resources of Fulton, while also reducing the potential spread of the novel coronavirus.

PUBLIC SUPPORT

There is strong support from the community with regards to the rehabilitation and continued use of this building. The library has received many positive comments throughout the DRI process about its proposed work and vision for the library building and its resources and services at the. Additionally, in a community survey completed in 2017, the library received comments such as:

“FPL is a huge asset to the Fulton Community”

“FPL is an invaluable resource to our community”

“I am very thankful we still have a great library in Fulton”

“The FPL is my favorite place to be. It is my home away from home and I feel comfortable”

“Very fortunate to have such a space and program available for children, despite the many things Fulton has been forced to forego”

“Thank you for all the services you give to the public. I am always treated with utmost respect and kindness”

“Love my library and am grateful for the staff”

JOB'S CREATED

No direct jobs. This project will indirectly result in job creation because the outdoor meeting areas will employ vendors selling coffee and small meals.

ACQUISITION OF REAL PROPERTY

N/A

PROJECT BUDGET AND FUNDING SOURCES

This project will be fully funded with DRI funds.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Emergency Stair Improvements/ walkway to back of building	DRI funds	\$212,000
Rebuild Chimneys	DRI funds	\$30,000
Outdoor Meeting Areas	DRI funds	\$69,000
TOTAL DRI FUNDS REQUESTED		\$311,000
TOTAL FUNDING FROM OTHER SOURCES		-
TOTAL PROJECT COST		\$311,000

FEASIBILITY AND COST JUSTIFICATION

The cost estimates were arrived at through quotes from contractors.

The potential impact of these projects is far-reaching for the public in the City of Fulton. Having a structurally sound building that has safe, aesthetically pleasing exits and roofline will draw people to the programming and activities happening in the building. Having a pleasant outdoor space will help the Library relieve its current space restraints and increase program offerings.

REGULATORY REQUIREMENTS

The City of Fulton will need to approve the overall project as well as the State Historic Preservation Office (SHPO), as the library building is a designated historic building.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Fall 2020 - revised drawings and plans finalized for each project. RFP issued and awarded for construction and project management.

Winter 2021 – Construction started

Summer 2021 – project completed

PROJECT REPORTING

A project manager will be selected to review and document each phase of the project with photographs and notes. The project manager will also maintain contact and open communication with the library director and board of trustees throughout the process.

Metrics will include visitors to the library and documentation of increased activities.

13. UPGRADE INTERNET SERVICES IN THE CITY OF FULTON



Image designed by pchvector

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$200,000
DRI Request: \$200,000

PROJECT DESCRIPTION

This project will provide adequate and reliable internet technology in the downtown and greater DRI area. Oswego County provides fiber optic cable for internet connection in the City of Fulton, however, the existing fiber network does not provide service to properties within the DRI boundary. The lack of up-to-date fiber optic communications infrastructure on par with that provided in neighboring communities has been cited as a drawback to current downtown businesses and future downtown investment projects. Most businesses need access to state of the art telecommunications services, particularly as the demands for data transmission increases. Economic development staff is aware of opportunities to use downtown Fulton as a location for communications intensive businesses such as call centers but has failed to attract them thus far because of the lack of competitive communications infrastructure.

In addition, a state-of-the-art downtown Wi-Fi system is needed. It is envisioned that the City of Fulton would install, maintain and provide a public Wi-Fi zone in the downtown and marina areas in partnership with local internet service providers.

PROJECT LOCATION

Entire DRI boundary area



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

City of Fulton

CAPACITY

The City of Fulton has successfully facilitated several large projects that required coordination with various State agencies throughout their duration. The City's responsibilities included design, engineering, construction inspection, construction services, administrative work, regulatory compliance, weekly meetings at field offices, on site meetings, and EBO compliance. Recent projects include the Phillips St Bridge replacement over Tannery Creek (completed 2016-17), the Oneida St Bridge rehabilitation over the Oswego River (completed 2017-18), the North 6th St Bridge rehabilitation over CSX (completed 2018-19), and the Hannibal St over Meadow Brook Culvert replacement originally scheduled for summer 2020.

PROJECT PARTNERS

City of Fulton, Windstream, Spectrum, Verizon and/or any other associated agency or provider.

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Provide broadband and high-speed Wi-Fi to support existing and new businesses
- Increase bandwidth availability to local businesses

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Encourage Cross Industry Collaborations

- *Leverage investments across industries and geographies within our region to spur research and development, leverage our talented workforces, foster entrepreneurship and innovation while also making a greater economic impact in municipal centers.*

Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies:

Build a 21st Century Infrastructure

- *Construct the virtual and physical infrastructure assets that make jobs more accessible, make the flow of information and ideas more efficient, and make the movement of goods more sustainable, low-cost, and effective.*

ANTICIPATED REVITALIZATION BENEFITS

This project would result in greater capacity, upgraded infrastructure, and reliability of internet services. This project would also create an opportunity for new commercial and retail business in the DRI zone that require improved technology services. This will result in a more competitive market and expanded economic growth. This will also support residential development in the downtown area, as many households connect multiple devices to the internet and require higher bandwidth to do so.

COVID-19 RECOVERY

Increased bandwidth and faster internet service will help support the increased number of people that are working and attending school from home post-COVID-19.

PUBLIC SUPPORT

Public and business/retail stakeholder support is high for this project, with the anticipation of bringing Fulton's downtown into the 21st century. Existing businesses have expressed that fast reliable internet service is a necessity to maintain competitive with businesses located elsewhere.

JOBS CREATED

N/A

ACQUISITION OF REAL PROPERTY

Potential leasing of poles or conduit.

PROJECT BUDGET AND FUNDING SOURCES

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Install high-speed reliable internet throughout the DRI area	DRI funds	\$200,000
TOTAL DRI FUNDS REQUESTED		\$200,000
TOTAL FUNDING FROM OTHER SOURCES		-
TOTAL PROJECT COST		\$200,000

FEASIBILITY AND COST JUSTIFICATION

The cost estimate is based on preliminary discussions with several local ISPs. All have expressed interest in pursuing this initiative.

REGULATORY REQUIREMENTS

Permits and cooperation of other utilities and Internet Service Providers.

TIMEFRAME FOR IMPLEMENTATION AND PROJECT READINESS

Winter (Q1) 2021 – Issue/award RFP to an ISP

Winter (Q1) 2021 - Survey of current conditions

Winter (Q1) 2021 – Design, review, and approval

Spring 2021 - Construction begins

Fall 2021 – Project complete

PROJECT REPORTING

Monitoring and implementation will be managed by the City of Fulton. Metrics will include internet speeds, number of new customers, and number of technology-based businesses attracted to Fulton.

14. RESTORE AND TRANSFORM AN ABANDONED HISTORIC BUILDING INTO AN INN AND CAFÉ



Existing Conditions

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$700,000
DRI Request: \$140,000

PROJECT DESCRIPTION

The Kings Road Inn project will renovate a 6,800 SF historic building located at 181 S. 1st Street, converting it from a vacant building into an inn with café and coffee shop. The existing building was most recently an apartment building with 6 apartments on the second floor. This project transforms the fabric of the neighborhood by creating a gathering space and a downtown destination while restoring one of the City's oldest remaining buildings.

The Kings Road Inn will be a multi-use traditional inn and food service venue utilizing the unique building and property. The first floor will be dedicated to the food service portion of the business, which will start as a coffee lounge but expand as demand increases into a delicatessen and professional kitchen for catering. The second floor will be dedicated to the Inn portion of the business and will feature multiple rooms and/or suites.

*Proposed Conditions***PROJECT DESCRIPTION
(CONTINUED)**

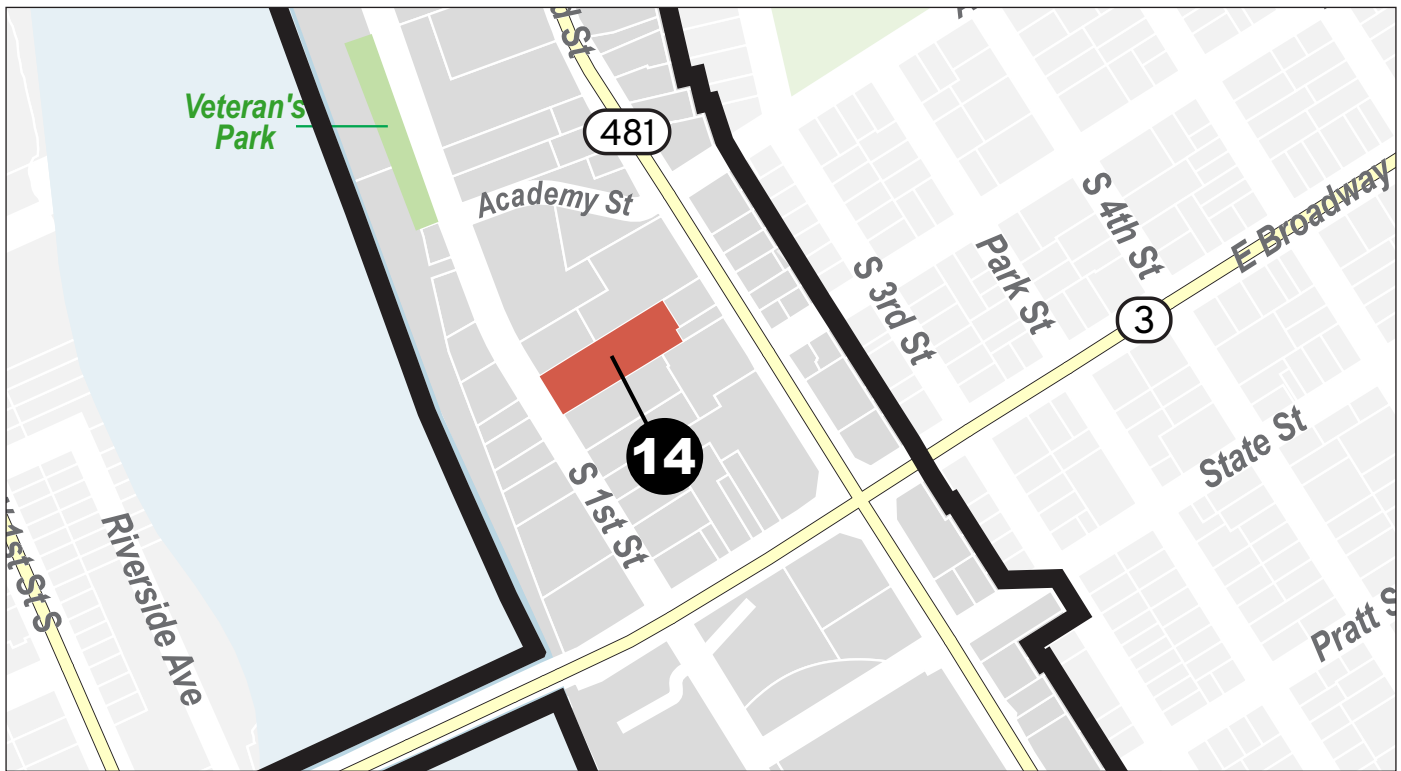
The daily operation of the Kings Road Inn will support and rely on other local businesses including florist, photographers, farmers, and local artists.

Constructed in 1865, the building will provide an ambiance and sense of history that would be very difficult to replicate. This historic property will be restored to its glory with every precaution necessary to preserve the unique details that have survived largely intact. The intention is to provide a neighborhood landmark that takes advantage of a growing trend away from commercialism to more local and personal service.

This project is located in close proximity to the Pratt House Museum, Fulton Public Library, and the historic U.S. Post Office, all buildings that will be highlighted in the proposed Historical Markings DRI project.

PROJECT LOCATION

181 South 1st Street, Fulton (next to the Pratt House Museum)



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

Kristen Collins

CAPACITY

- Kristen Collins, RA, ASID, Architect & Interior Designer, Construction Project Manager
- Ty Carsto, Landscape Architect & Contractor, Construction Project Manager

The management of the project and business will be family oriented with the bulk of the day to day management split between the brother-sister owners and their spouses. The project sponsors are a professional Architect and Landscape Architect, both with extensive construction project management experience. One recent project they successfully completed in Fulton is 521 W 1st Street, a full rehabilitation and restoration of a residential structure.

PROJECT PARTNERS

State Historic Preservation Office – apply to get property listed on the National Register of Historic Places

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Fill and redevelop Fulton’s vacant commercial space
- Expand arts, education, recreation, sports, and historical preservation offerings
- Create gathering places to support more interaction between residents
- Enhance existing aesthetics and infrastructure to attract visitors
- Support local entrepreneurship
- Increase development between the Oneida and Broadway bridges

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

ANTICIPATED REVITALIZATION BENEFITS

This project stabilizes the tax base by utilizing a vacant property. It also adds vibrancy to the downtown and provides a social gathering space for the community. The cosmetic upgrades to the exterior will be uplifting to the community. The second-floor space will provide a much-needed alternative to the one existing motel available for travelers. The Kings Road Inn will improve the quality of life for Fulton’s residents.

PUBLIC SUPPORT

This project is greatly supported by the public. The overwhelmingly positive feedback from DRI public meetings indicates that there is tremendous support for restoring the historic structure and returning it to a public use.

JOBS CREATED

4 full time and 4 part time jobs

ACQUISITION OF REAL PROPERTY

N/A

**PROJECT BUDGET AND
FUNDING SOURCES**

Non-DRI funded items will be funded using cash, financing, and revenue from the café, which will be operational before work begins on the second floor renovation.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Soft costs (design fees, permits, etc.)	Cash and financing	\$42,000
Construction (building)	DRI funds, cash, financing, revenue	\$533,000
Construction (site/parking)	Cash and financing	\$60,000
OH&P / Contingency	Cash and financing	\$65,000
TOTAL DRI FUNDS REQUESTED		\$140,000
TOTAL FUNDING FROM OTHER SOURCES		\$560,000
TOTAL PROJECT COST		\$700,000

Initial stabilization work (repairing holes in the roof and brick wall) will begin immediately following property closing and will be funded by owner's liquid cash.

**FEASIBILITY AND COST
JUSTIFICATION**

The cost estimate is based on information from Means construction cost estimating guides and vendor quotes for equipment along with contractor estimates for labor.

The building will need extensive utility renovation and repair. The capital to accomplish this work will come from several sources. A significant amount of capital has been put aside by the owners for the project in addition to the potential sale of another investment property to fund the build out and repairs. These sources will fund phase 1 of the project, which includes rehabilitating the shell of the building and the first-floor build-out. The coffee lounge, delicatessen, and food catering operation will be opened at that point, generating revenue for second floor rehabilitation. In addition, with the building stabilized and utilities restored, a mortgage or business loan could be obtained to finish the second-floor build-out of the Inn portion of the business, if needed.

REGULATORY REQUIREMENTS

The property is zoned as C2 commercial use, which allows for hotel and restaurant uses. The project will require Site plan review and building permit from the City of Fulton, along with NYS sales tax and health department (food service) approval.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Spring 2020 - complete architectural & engineering design documents

Winter 2020/2021 - City review & approval, project bidding

Spring 2021 – construction begins

Spring 2022 – grand opening

PROJECT REPORTING

The project sponsor will be responsible for the implementation, construction and administration of the project. Metrics will include occupancy numbers for the inn and staffing and revenue totals at the café.

15. PROVIDE FAST CASUAL FOOD CHOICES IN DOWNTOWN FULTON



Existing Conditions

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$684,000
DRI Request: \$137,000

PROJECT DESCRIPTION

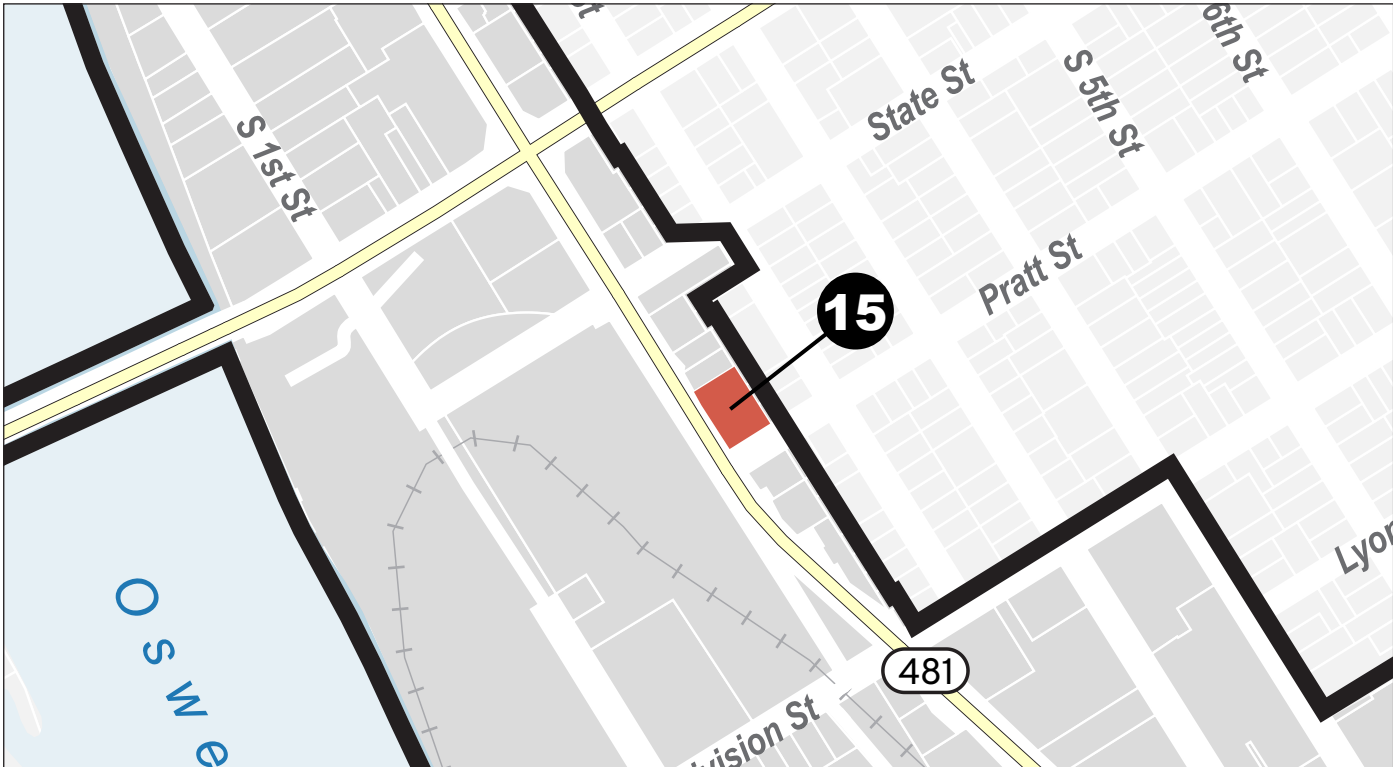
The proposed project is located in Fulton’s central business district on the busy NYS 481 corridor. The project will renovate a 2,470 SF building that has been vacant for close to three years and establish a restaurant similar to one the sponsors own and operate in Oswego NY. This new quick counter service restaurant will allow diners to order a variety of fast casual menu options. Although the specific details of the menu offerings are not yet finalized, the focus of the menu will be to feature dishes that are globally influenced, yet still accessible to the masses. Options will include salads, sandwiches, pastas and other on-trend healthy food selections, using fresh vegetables and lean meats. Price points will range from \$8 - \$12 per meal. The dining space will have a modern design aesthetic with comfortable seating and a small bar stocked with beer and wine. It is also proposed that this site will have an outdoor patio and a drive-thru pick up window for items ordered in advance online. This project aims to enhance the cultural experience and quality of life in the downtown corridor and to act as a catalyst for the growth and development of the Fulton community.



Proposed Conditions

PROJECT LOCATION

371 S. 2nd Street



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

Will and Laurie O'Brien

CAPACITY

Laurie O'Brien started Port City Café and Bakery in May of 1996 as a sole proprietorship. The business is a limited service restaurant located in downtown Oswego, NY.

Laurie O'Brien has been managing Port City Café & Bakery and The Red Sun on a day to day basis for the past twenty-three years and is a Small Business of the Year award recipient from the Oswego Chamber of Commerce as well as an SBA Excellence award recipient. Will O'Brien's responsibilities include managing the financial side of the business, as he has a full-time job as a risk manager at Pathfinder Bank. The O'Briens currently employ 28 people, generate in excess of \$100,000 annually in sales tax revenue and have an annual payroll in excess of \$500,000 a year. The sponsors have successfully completed major renovations in both restaurants.

PROJECT PARTNERS

N/A

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Fill and redevelop Fulton's vacant commercial space
- Enhance existing aesthetics and infrastructure to attract visitors
- Support local entrepreneurship
- Increase business investment

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

ANTICIPATED REVITALIZATION BENEFITS

This project, along with the other new proposed dining options, is the first step in developing a "culinary scene" in Fulton. The proposed site is an ideal location, situated on the busy 481 corridor where a considerable amount of traffic passes by each day. The addition of this new restaurant will act as a catalyst for the growth and development of the Fulton community. This new venture will improve upon the existing dining scene and city scape, will create jobs, and will generate sales taxes and property taxes.

PUBLIC SUPPORT

There is much public support for new healthy dining choices in Fulton. Residents have been vocal about their desire for a new business to locate in the currently vacant and abandoned building. Additionally, the sponsors have received many expressions of support from residents of the City of Fulton who are customers of Port City Café & Bakery and The Red Sun in Oswego.

JOB'S CREATED

6 FTEs

ACQUISITION OF REAL PROPERTY

The owner of the property is a separate real estate holding company controlled by William and Laurie O'Brien, the project sponsors. A newly formed operating entity for the restaurant will pay rent to the real estate holding company on a NN lease structure whereby property taxes will be paid by the property owner.

PROJECT BUDGET AND FUNDING SOURCES

The portions of this project not funded with DRI funds will utilize bank financing and approximately \$185,000 of the sponsor's cash.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Property Acquisition	Bank financing, cash	\$59,000
Construction	DRI funds, Bank financing, cash	\$329,000
Furniture, Fixtures, Equipment	Bank financing, cash	\$221,000
Pre-Opening Expenses	Bank financing, cash	\$50,000
Soft Costs	Bank financing, cash	\$25,000
TOTAL DRI FUNDS REQUESTED		\$137,000
TOTAL FUNDING FROM OTHER SOURCES		\$547,000
TOTAL PROJECT COST		\$684,000

A detailed breakdown of the \$329,000 construction and Renovation costs has been provided. Proof of cash funds has also been provided.

FEASIBILITY AND COST JUSTIFICATION

Estimates provided for construction, furniture, equipment and appliances are based on years of previous experience in opening, operating and renovating existing restaurants and buying the needed equipment to operate them successfully. The market analysis indicated that there is a need for quality restaurants in Fulton.

REGULATORY REQUIREMENTS

City of Fulton Planning Board approval and building permits. Approval from NYS Liquor Authority. Building and health code requirements for operating a restaurant.

A Phase 1 environmental review of the site referenced several findings related to Huhtamaki which is across the street (prior spills/chemical uses etc.). The environmental firm that was contracted by the sponsors recommended a Phase II investigation which was completed in November 2019 with no issues being identified.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

Winter (Q1) 2021 – Permit submissions, review and approval

Spring 2021 – start construction

Winter (Q4) 2021 – project completion

PROJECT REPORTING

All documentation necessary to support expenditures related to the project will be provided. The construction project will be monitored by a team member who currently oversees construction monitoring for bank financed projects. Metrics may include staffing levels, revenue figures, and number of patrons.

16. REDEVELOP A COMMERCIAL BUILDING IN THE 481 GATEWAY CORRIDOR



Existing Conditions

**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total Project Cost:	\$559,000
DRI Request:	\$112,000

PROJECT DESCRIPTION

The property at 310-312 Division Street is currently developed with a 6,000 SF single-story strip-style shopping center with 56% vacancy. This project will rehabilitate and renovate the existing building inside and out to improve the aesthetics and complement the investments proposed as part of the improvements to the NYS 481 corridor into Fulton.

Several new tenants have provided letters of interest to occupy the renovated space including a second location for The Good Guys Barbershop (original location in Oswego) and a proposed professional hair and beauty supply store. Businesses currently occupying the building, Upward Graphics and a psychiatric counseling office are proposed to remain, further anchoring the project.



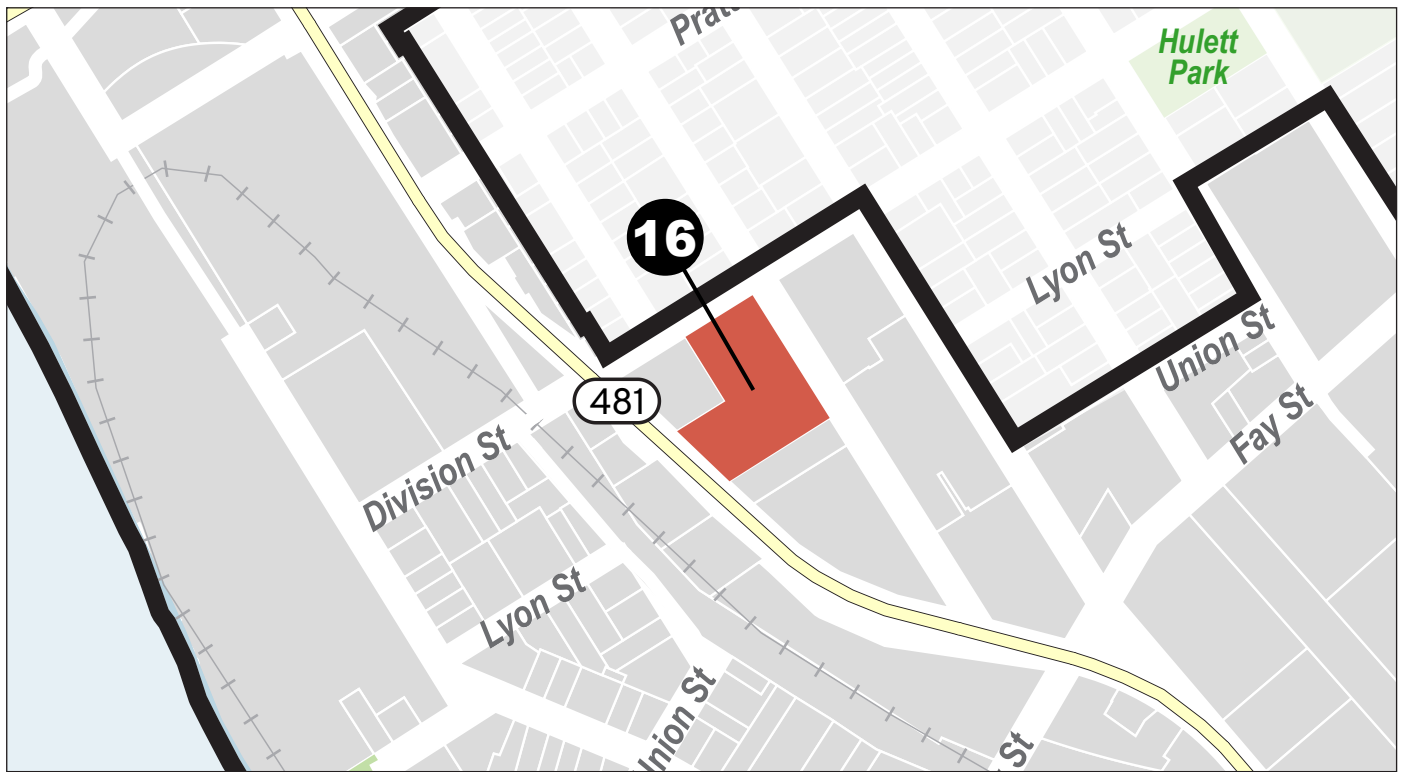
Proposed Conditions

**PROJECT DESCRIPTION
(CONTINUED)**

This project is located in close proximity to several other proposed priority projects including the Gateway Square open space project, Oswego Health emergency room, and the mixed-use development at 533 S 4th Street. Together, these projects will help transform the landscape to welcome all who enter Fulton on NYS 481.

PROJECT LOCATION

310-312 Division Street



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

Dumb Luck, LLC is the project sponsor and property owner. This entity is managed solely by Keith Raymond.

CAPACITY

Keith Raymond is the sole member of Dumb Luck, LLC, and will be responsible for the implementation and administration of the DRI funding as well as completion of the proposed project. Keith Raymond participated in the Downtown Improvement Fund program as part of the City of Oswego DRI process for the Good Guys Barbershop in Oswego.

PROJECT PARTNERS

Existing and future tenants

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Fill and redevelop Fulton's vacant commercial space
- Enhance existing aesthetics and infrastructure to attract visitors
- Support local entrepreneurship
- Increase business investment

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets:

Attract Outside Investment and Interest

- *Recruit new businesses and capital investment into our region by promoting the benefits of our productive workforce and our niche products and services in the global market place.*

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Rethink Our Urban Redevelopment Efforts by Leveraging the Region's Exemplary Anchor Institutions in Education, Health and Medicine, Arts and Culture, and Philanthropy

- *Integrating their missions and physical investments in the community to build stronger neighborhoods, create a steady supply of talented workers, enhance the region's strong quality of life, and market regional opportunities to the rest of the world through their national stature and social and professional networks.*

ANTICIPATED REVITALIZATION BENEFITS

The redevelopment project at 310-312 Division Street will have near-term and short-term benefits by renovating an existing dilapidated commercial building into a thriving commercial building featuring new commercial businesses, including the expansion of the Oswego-based Good Guys Barbershop to Fulton. This project is expected to attract 18 new jobs and retain 4 jobs.

The proposed project will compound the benefits associated with several other proposed DRI projects such as Oswego Health emergency room, Gateway Square, 553 S 4th Street, and improving the 481 Corridor as the gateway into downtown Fulton. Together, these projects will attract residents, businesses, and visitors to the area and greatly enhance the first impression of those entering Fulton's downtown.

PUBLIC SUPPORT

Residents and businesses emphasized the need to make downtown more pedestrian friendly as well as improve the aesthetics and walkability of the NYS 481 Corridor. The proposed strategic investments in the Gateway Square block area that includes the redevelopment of 310-312 Division Street will enhance the economic benefit through new job creation as well as improve the aesthetics of the corridor in the prime location to establish the gateway into downtown Fulton. Improvements in this area will greatly enhance this intersection and corridor, which the award winning DRI application identified and supported.

JOBS CREATED

New Jobs: 18. Retained jobs: 4

ACQUISITION OF REAL PROPERTY

N/A

PROJECT BUDGET AND FUNDING SOURCES

The total project cost is estimated to be \$559,000. Private (non-DRI) financing sources include mortgage, bank, and cash funds.

A construction estimate from Anthony M. Pauldine General Contractor and financing support have been provided.

If DRI funds are reduced, the project will proceed at a reduced scale. The sponsor is committed to completing the project.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Property acquisition	Mortgage, bank, cash	\$309,000
Construction (restoration and rehabilitation)	DRI Funds, mortgage, bank, cash	\$192,000
Contingency (12%)	Mortgage, bank, cash	\$23,000
Soft costs (environmental, architect, etc.)	Mortgage, bank, cash	\$35,000
TOTAL DRI FUNDS REQUESTED		\$112,000
TOTAL FUNDING FROM OTHER SOURCES		\$447,000
TOTAL PROJECT COST		\$559,000

FEASIBILITY AND COST JUSTIFICATION

The project sponsor received a cost estimate from Anthony M. Pauldine General Contractor for the proposed project. The contractor was also a recipient of DRI funding in Oswego to rehabilitate the oldest commercial building in Oswego County into seven upscale apartments overlooking the Oswego River. Anthony Pauldine brings over 30 years of experience as a general contractor in the Oswego area.

A market study prepared as part of the DRI process indicates that there is currently unmet demand for retail and service businesses within the City of Fulton.

REGULATORY REQUIREMENTS

This project will require site plan approval and building permits from the City of Fulton. It is not anticipated that the project will need additional regulatory approvals and will be ready to proceed as quickly as possible.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

It is anticipated that the project will take 6 months from award date to completion.

Fall 2020: Local Approvals Obtained (site plan approval and building permit)

Winter (Q1) 2021: Construction Commenced with Phased Completion

Spring 2021: Construction Substantially Completed

PROJECT REPORTING

Dumb Luck, LLC will be responsible for the implementation, construction and administration of the 310-312 Redevelopment Project at Division Street with the requested Fulton DRI funds. Keith Raymond, sole member of Dumb Luck, LLC., has experience with participating in the Downtown Improvement Fund program through the Oswego DRI process. Metrics will include staffing levels, building occupancy, and revenue figures.

17. IMPLEMENT A COMMUNITY SUPPORTED DOWNTOWN AND HISTORIC MARKER AND SIGNAGE PROGRAM



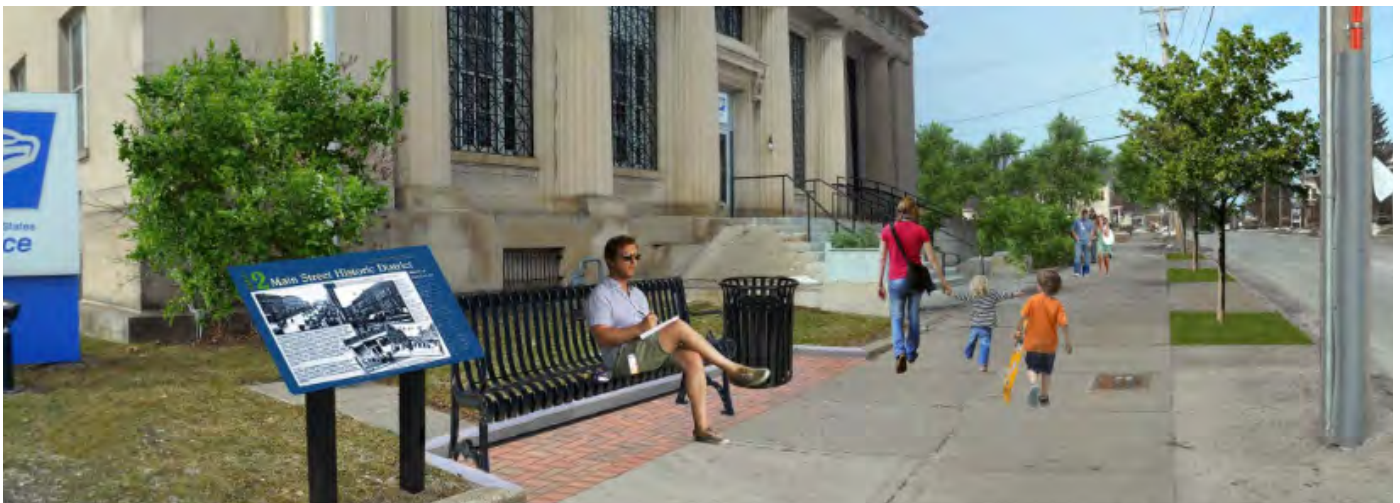
Existing Conditions - Post Office, 214 S. 1st Street

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$100,000
DRI Request: \$100,000

PROJECT DESCRIPTION

The City of Fulton has a rich history and a beautiful riverfront. In order to capitalize on its assets, the City of Fulton will hire a professional marketing team to create a marketing program, including new branding, to promote the historic downtown district, the Pathfinder Canal Towpath and Canalview Bridge Walk Trails, and the CNY Community Arts Center, among others, to encourage tourism and downtown patrons. Marketing efforts will include the installation of historic markers at key locations throughout the downtown as well as the creation of events, ads, and web content to draw people to the downtown.



Proposed Node - Post Office, 214 S. 1st Street

PROJECT LOCATION

Entire DRI area, with a focus on S 1st Street from Broadway bridge to the Oneida Street bridge



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

City of Fulton

CAPACITY

An RFP for professional services will be launched to select a marketing firm to guide City staff and planning personnel. The City has administered many projects and will use that experience to ensure that the selected contractor is providing the services requested.

PROJECT PARTNERS

The following partners will provide valuable input on the locations that should be recognized with the historical markers: Fulton Footpaths, Fulton Community Development Agency, CNY Arts Community Center, Fulton Historical Society.

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Expand arts, education, recreation, sports, and historical preservation offerings
- Enhance existing aesthetics and infrastructure to attract visitors
- Create connections between the Route 481 corridor and the downtown and waterfront areas by incorporating wayfinding signage and aesthetic improvements
- Complete the trail network along the waterfront

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Rethink Our Urban Redevelopment Efforts by Leveraging the Region's Exemplary Anchor Institutions in Education, Health and Medicine, Arts and Culture, and Philanthropy

- *Integrating their missions and physical investments in the community to build stronger neighborhoods, create a steady supply of talented workers, enhance the region's strong quality of life, and market regional opportunities to the rest of the world through their national stature and social and professional networks.*

ANTICIPATED REVITALIZATION BENEFITS

The presence of a Community Arts Center raises the potential for improved cultural experiences and enhanced gatherings, attracting visitors to a vibrant downtown area where something is always going on or being planned. The full potential of the community arts center downtown has yet to be realized. Creative ideas abound limited only by space, time, and people power. Expanded space on the mezzanine level will allow for overlapping community activities and increased seating at the theater. Activities held at this facility draw will people to downtown. After events, patrons will then spill outdoors into unique spaces with murals, sidewalk paintings, open concerts, block parties, art vendors on the sidewalks and a physical location for festivals and events. The economic impact generated will positively affect businesses, restaurants, retail outlets still to come, and provide unique opportunities for tourists whether arriving by car or boat.

PUBLIC SUPPORT

This project was identified in the City's comprehensive plan and was redeveloped as a goal for the downtown during many DRI public input sessions.

JOBS CREATED

N/A

ACQUISITION OF REAL PROPERTY

N/A

PROJECT BUDGET AND
FUNDING SOURCES

This project will be fully funded with DRI funds.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Marketing Firm to create marketing program including new branding	DRI funds	\$40,000
Fabricate and Install signage	DRI funds	\$60,000
TOTAL DRI FUNDS REQUESTED		\$100,000
TOTAL FUNDING FROM OTHER SOURCES		-
TOTAL PROJECT COST		\$100,000

FEASIBILITY AND COST
JUSTIFICATION

Cost estimates were derived from verbal quotes provided by marketing firms and sign vendors.

REGULATORY REQUIREMENTS

N/A – signs will be installed within the City's right of way

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS

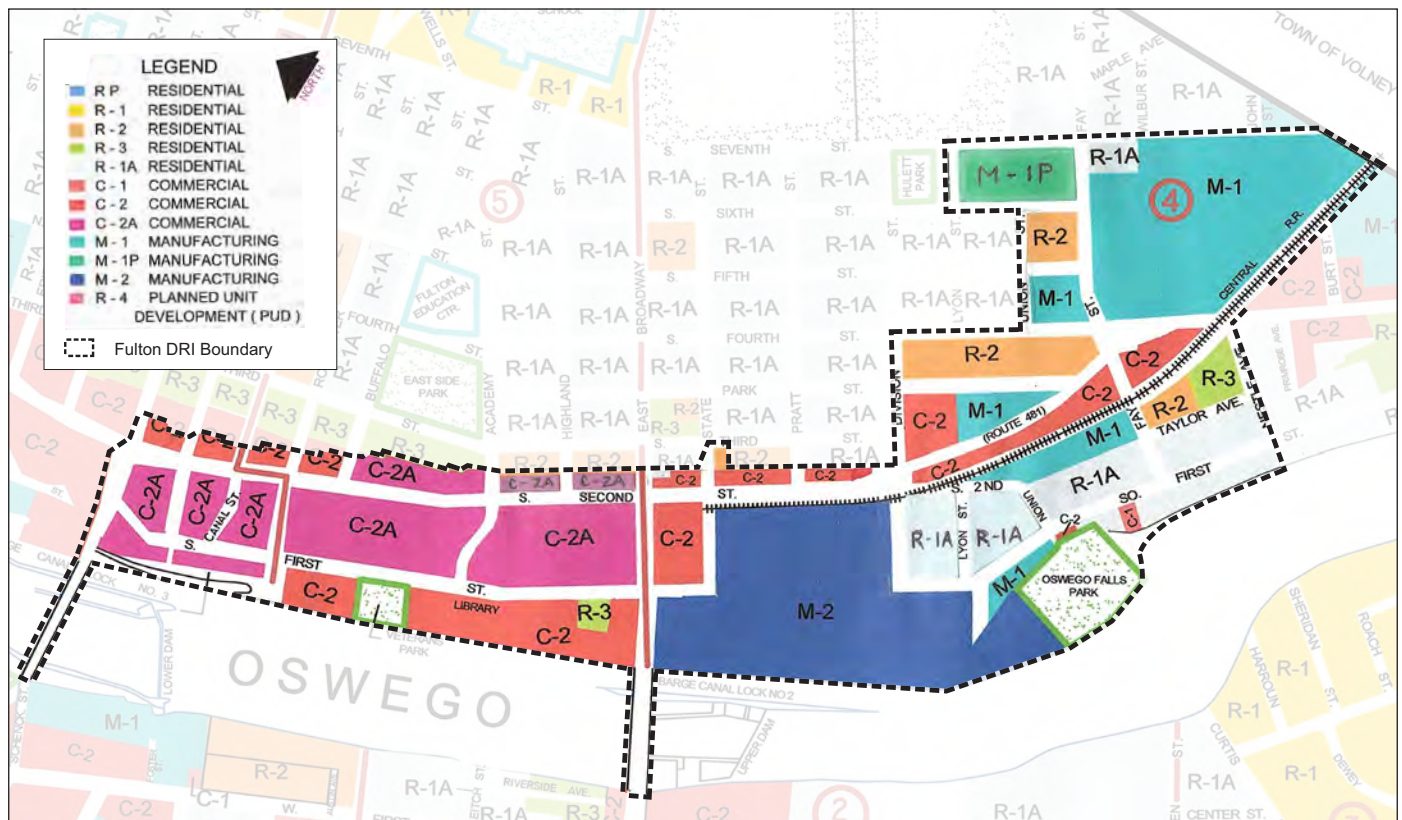
Winter (Q1) 2021 – Issue RFP and award the winning bid for a marketing firm

Spring 2021 – Order and install signage

PROJECT REPORTING

This project will be monitored at monthly municipal meetings along with expenditure review and approvals before any funds are released. Potential metrics include tourism numbers and event attendance tied to sites highlighted on the historical markers.

18. UPDATE THE CITY'S ZONING CODE TO ALLOW FOR INFILL MIXED USE DEVELOPMENT ALONG S 1ST STREET



Existing Conditions - City of Fulton Zoning Map

DRI FUNDING REQUEST AND TOTAL PROJECT COST

Total Project Cost: \$100,000
DRI Request: \$100,000

PROJECT DESCRIPTION

The City of Fulton's main downtown area extends along S 1st Street between Oneida Street and Broadway, with the highest density of buildings located at the northern end. Fulton's downtown landscape has significantly changed through the years, resulting in the loss of the "downtown" feel along S 1st Street between Rochester Street and Academy Street. This section of S 1st Street is primarily lined with parking lots – both municipal and private. The City recognizes the potential to redevelop these parcels with mixed-use and other appropriate developments, though it is not allowed under the current zoning regulations.

Updating the zoning code within the DRI boundary would allow property owners and future developers to transform this underutilized area while complementing the changes that are supported by the DRI process. Some

elements that may be considered for inclusion in the updated code are the creation of a “design book” or design guidelines developers must follow to help create a cohesive aesthetic throughout downtown, creation of an overlay district, a streamlined subdivision process for properties fronting both S 1st Street and NYS 481, and incentive bonuses to encourage the types of development supported by the City. These changes will help sustain the forward momentum that has been realized in Fulton since being selected a DRI community.

PROJECT LOCATION

Entire DRI area



Location of the Proposed Project

PROPERTY OWNER/SPONSOR

City of Fulton

CAPACITY

The City of Fulton has successfully completed several zoning and planning initiatives including Comprehensive Plan updates, LWRP, and BOA planning studies.

PROJECT PARTNERS

N/A

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Create housing choices that will encourage creative entrepreneurs, young professionals, and entry-level workers to invest and live in Fulton
- Fill and redevelop Fulton’s vacant commercial space
- Expand arts, education, recreation, sports, and historical preservation offerings
- Create gathering places to support more interaction between residents
- Enhance existing aesthetics and infrastructure to attract visitors
- Make the Route 481 and Route 3 corridors more walkable and bikeable
- Increase development between the Oneida and Broadway bridges
- Create connections between the Route 481 corridor and the downtown and waterfront areas by incorporating wayfinding signage and aesthetic improvements

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods:

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

ANTICIPATED REVITALIZATION BENEFITS

This project will support infill development in the downtown. The main street through the downtown (S 1st Street) is lined with parking lots that are not conducive to generating foot traffic–incentivizing development will result in destinations that bring people to the downtown to support local businesses.

PUBLIC SUPPORT

The public has expressed that existing parking lots are an eyesore and that the downtown feels disjointed. This initiative will help mitigate those concerns.

JOBS CREATED

N/A

ACQUISITION OF REAL PROPERTY

N/A

**PROJECT BUDGET AND
FUNDING SOURCES**

The project cost is \$100,000 and will be fully funded through DRI. These costs include but are not limited to the assessment process, required meetings and notifications and updates to eCodes.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Zoning Update – hire consultant to analyze and update the Fulton’s Zoning Code	DRI Funds	\$100,000
TOTAL DRI FUNDS REQUESTED		\$100,000
TOTAL FUNDING FROM OTHER SOURCES		-
TOTAL PROJECT COST		\$100,000

**FEASIBILITY AND COST
JUSTIFICATION**

Cost estimates were based on the winning bid for updating the City’s comprehensive plan and known costs of similar projects.

REGULATORY REQUIREMENTS

SEQRA. Potential State approval, depending on the elements included in the update.

**TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS**

Winter (Q1) 2021 – Issue/award RFP for planning consultant

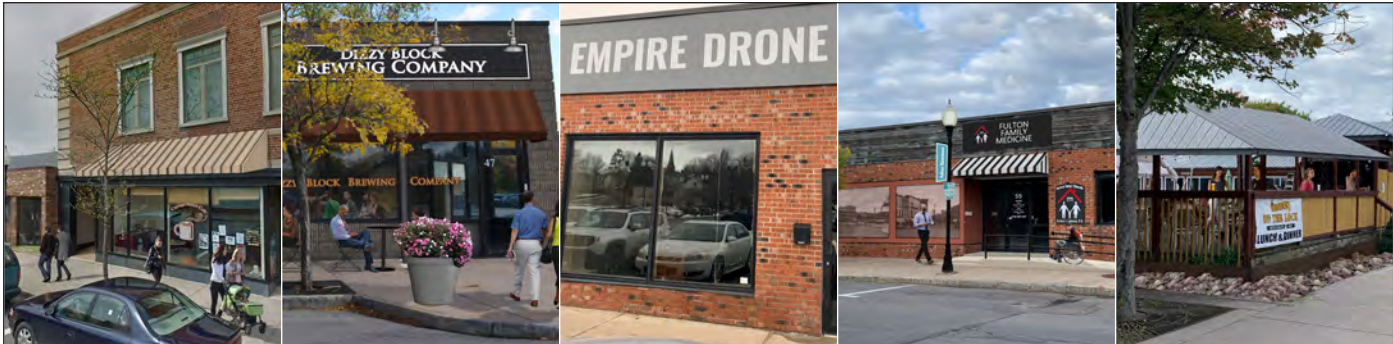
Spring 2021 – Start project

Fall 2021 – Project complete

PROJECT REPORTING

Oversight will be from the ZBA, Mayor’s office and team, Common Council and any additional partners identified throughout the process. Metrics will include potential build-out from new regulations.

19. ENHANCE FULTON’S “DOWNTOWN VIBE”



Downtown Vibe Projects: Cayuga Street Cafe, Dizzy Block Brewery, Empire Drone Company, Fulton Family Medicine, Tavern on the Lock

**DRI FUNDING REQUEST AND
TOTAL PROJECT COST**

Total Project Cost: \$924,000
DRI Request: \$185,000

PROJECT DESCRIPTION

This project consists of five smaller projects that together help create a true “downtown vibe”. These projects are all located within a concentrated area in Fulton’s downtown and will synergistically work together to attract new visitors to Fulton and provide new destinations and attractions for residents and visitors. The five smaller projects include: Cayuga St Café, Dizzy Block Brewing, Empire Drone Company, Fulton Family Medicine Renovations, and Tavern on the Lock Expansion. The project is intended to support the ongoing revitalization of the downtown district through the restoration of historic buildings and establishment of new and/or expanded entertainment venues, food establishments, services, and small businesses.

Description of the smaller projects are as follows:

Cayuga Street Cafe



Existing Conditions



Proposed Conditions

PROJECT DESCRIPTION
(CONTINUED)

- Cayuga St. Cafe:** This project brings a much-needed casual café into Fulton's downtown. This location will serve grab and go lunch and dinner options made from real, whole food. A varied menu of salads, wraps, paninis and soup/chili will be offered; in addition to tea, coffee, homemade pies, cookies and pastries. The café will also have an ice cream/gelato bar with typical cone, sundae and shake options. The project is located in a three-story mixed-use building that houses three commercial units and eight residential condominium units. The project will be housed in a 1,800 SF space recently vacated by a bakery.

Dizzy Block Brewery



Existing Conditions



Proposed Conditions

- Dizzy Block Brewery:** This brewpub will be located in an existing vacant commercial building on S 1st Street, directly across from the waterfront gazebo. The brewery will offer a modern hangout that offers an experience found in larger cities but that showcases Fulton's local history. Beer will be brewed onsite by master brewers and food will be served during all hour of operation. The interior buildout is expected to have a "retro" vibe that invokes comfort and nostalgia.

Empire Drone Company



Existing Office Location

Drone Simulator (DJI Flight Simulator, [YouTube](#))

PROJECT DESCRIPTION
(CONTINUED)

- Empire Drone Company:** This newly established business proposes to continue the transformation of a previously vacant downtown building into the headquarters for Empire Drone Company, LLC. This business is one of the only established full-service drone-based businesses in Upstate NY and is expected to draw customers from all over the State. Once completed, the renovation of the 1,300 SF building will host a retail space for consumer drone sales and a space to offer drone services for surveying, inspections for municipalities, and other difficult terrain missions. It will also provide commercial drone services and specialize in a range of services from photography to 3D scanning and agricultural mapping. DRI funds would apply to the final phase of this project – the establishment of a state-of-the-art drone training area including five (5) DJI Drone Flight Simulators to train new and experienced pilots. These simulators allow pilots to test a variety of different drones in various weather conditions for a number of different applications.

Fulton Family Medicine



Existing Conditions



Proposed Conditions

- Fulton Family Medicine:** This proposed project involves the expansion of a current 5,200 SF medical facility that provides outpatient services. The proposed project will include an increase in the number of patient examination rooms, will make it possible to increase capacity of patient intake, and will also allow for specialists to be located under one roof so patients are not required to travel long distances for healthcare services. Specific upgrades include a wheelchair ramp to provide increased accessibility to the facility, new plumbing, restrooms, energy efficient lighting and windows, and slip-resistant flooring in the facility. This project aims to improve the quality of life for people in the community by providing expanded medical services and enhanced aesthetic changes. Increasing patient capacity will bring more people to the downtown for healthcare services and may positively impact other businesses in downtown such as dining, shopping, transportation, and entertainment.

Tavern on the Lock



Existing Conditions



Proposed Conditions

PROJECT DESCRIPTION (CONTINUED)

- Tavern on the Lock Expansion:** Tavern on the Lock is an established local restaurant located next to Lock 3 along the Oswego River. The current building needs updates in order to continue to be competitive. This project will increase the capacity of the banquet room to 150 seats, from the existing 100, allowing for larger parties to be held on the premises. This project also includes the construction of outdoor pavilions on each of the restaurant's outdoor decks to allow for outdoor seating during inclement weather. Additional aspects of this project include a remodeled entryway and roof repairs. Collectively, this project will help the business to grow and add more employees.

PROJECT LOCATIONS

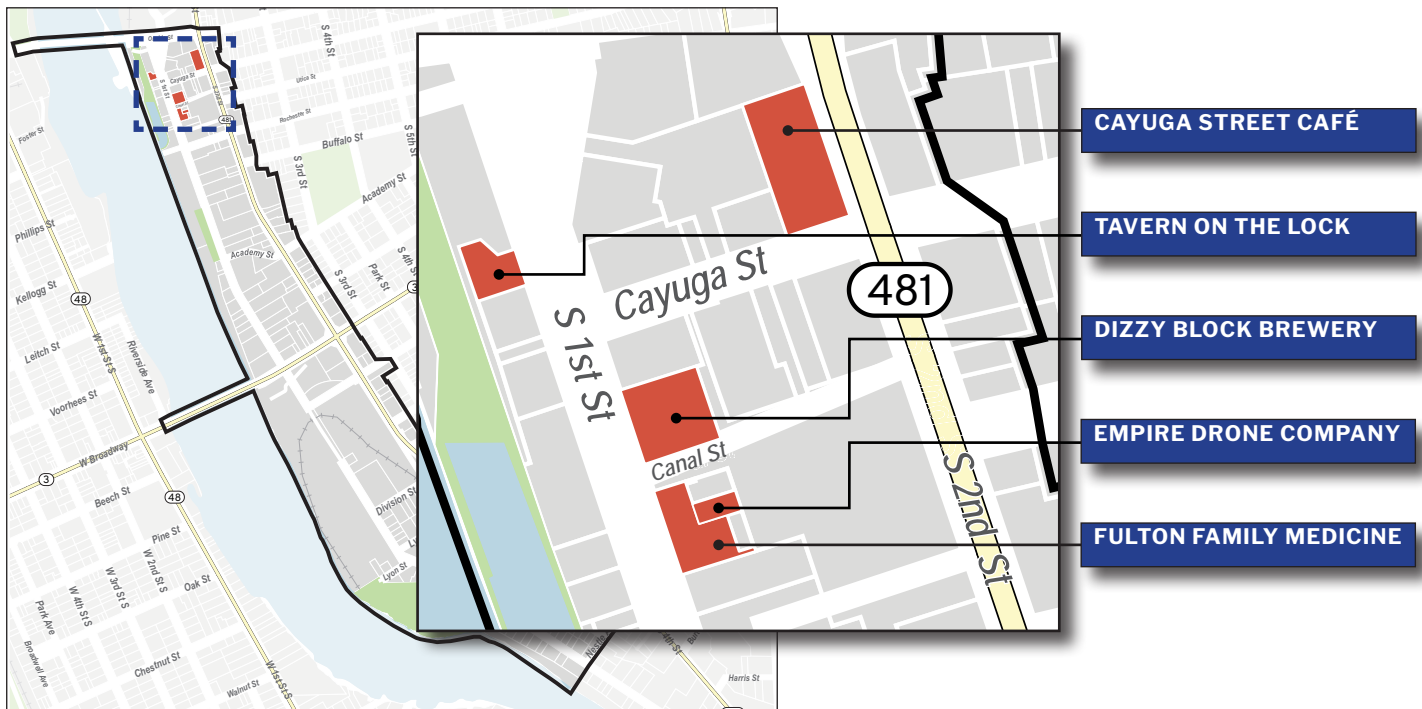
Cayuga St. Café - 129 Cayuga Street

Dizzy Block Brewery - 47 S. 1st Street

Empire Drone Company - 14 Canalview Mall

Fulton Family Medicine - 55-59 S 1st Street

Tavern on the Lock - 24 S. 1st Street



Location of the Proposed Projects

PROPERTY OWNER/SPONSOR

Cayuga St. Café - Lori Blackburn

Dizzy Block Brewery – Ronald McMurray (sponsor)

Empire Drone Company - SFJM LLC , an entity comprised of partners John McGraw and Sean Falconer

Fulton Family Medicine – Dr. Esther Lubinga

Tavern on the Lock - Susan and Don Ryan

CAPACITY

The City of Fulton will be the lead administrator for this project, managing the projects as part of one contract with the State.

Downtown Vibe is supported by a variety of project teams and individuals including Blaine Gardener, the head brewer of Full Board craft brewery in North Syracuse (Dizzy Block Brewery); John McGraw and Sean Falconer, the proprietors of Empire Drone Co LLC, have each successfully run their own businesses before partnering on Empire Drone Company and John is an adjunct UAS instructor for NYS Homeland Security in Oriskany, NY (Empire Drone Company); Sue and Don Ryan have successfully run Tavern on the Lock for many years and have engaged a general contractor with 40 years of experience in the building industry to help complete this project (Tavern on the Lock).

PROJECT PARTNERS

N/A

DRI STRATEGIES

The proposed project addresses the following DRI strategies:

- Enhance existing aesthetics and infrastructure to attract visitors
- Fill and redevelop Fulton's vacant commercial space
- Create gathering places to support more interaction between residents
- Support local entrepreneurship
- Increase development between the Oneida and Broadway bridges
- Support recruitment of high-quality professionals
- Increase business investment
- Enhance the visibility of the waterfront

REDC STRATEGIES

The proposed project addresses the following REDC strategies:

Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets:

Invest in Existing Regional Industry Concentrations and Businesses

- *Solidify the reach of regional industry clusters into growing global markets to create a sustainable framework for economic growth, while also protecting the region from downward economic trends making our core industrials sector more competitive and diversified.*

Encourage Cross Industry Collaborations

- *Leverage investments across industries and geographies within our region to spur research and development, leverage our talented workforces, foster entrepreneurship and innovation while also making a greater economic impact in municipal centers.*

Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods:

Rethink Our Urban Redevelopment Efforts by Leveraging the Region's Exemplary Anchor Institutions in Education, Health and Medicine, Arts and Culture, and Philanthropy

- *Integrating their missions and physical investments in the community to build stronger neighborhoods, create a steady supply of talented workers, enhance the region's strong quality of life, and market regional opportunities to the rest of the world through their national stature and social and professional networks.*

Repurpose Existing Infrastructure to Recreate Density in Development

- *Investing in our historic buildings and public places, rather than destroying them, in order to create a vibrant mixed-use environment of live, work, and play that reflects our distinct local character.*

**ANTICIPATED REVITALIZATION
BENEFITS**

Collectively, Downtown Vibe will provide additional economic energy to Fulton's downtown by supporting new and expanded entertainment, service, and food establishments, as well as the expansion of the local workforce. This project will help to repurpose existing vacant office/retail space within downtown Fulton and support aesthetic improvements. New entertainment and food establishments will help to foster a destination for all visitors to Fulton including boaters at the Marina and pedestrians and bicyclists utilizing waterfront/community trails system. These new or expanded establishments will also help to support existing entertainment and cultural venues within the downtown, such as the CNY Arts Center.

PUBLIC SUPPORT

Public input during the DRI process indicates that there is widespread support for projects such as these that will help bring about much needed change in the downtown by creating an environment that attracts new visitors. Additionally, patient feedback at Dr. Lubinga's office indicates there is a need for more medical specialists located in Fulton. There is strong local support as well as local government support for all of these projects.

JOBS CREATED

There will be a combined total of 24 FTEs created by the businesses included in this project. Tavern on the Lock is expected to employ up to 20 additional seasonal part-time employees.

**ACQUISITION OF REAL
PROPERTY**

Cayuga St. Café - A signed lease is in place, with an option to buy from Douglas Caster, the current owner of the 1,800 SF space.

Dizzy Block Brewery - A signed lease is in place with Douglas Caster, the building owner.

Empire Drone Company - Sponsor owns the property

Fulton Family Medicine - Sponsor owns the property

Tavern on the Lock - Sponsors own the property

PROJECT BUDGET AND
FUNDING SOURCES

Cayuga Street Café – sponsor has already secured the non-DRI funds needed to have this project move forward.

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Purchase Café	Private equity	\$97,000
Construction	Private equity	\$21,000
Heavy Equipment	DRI funds and Private equity	\$35,000
Soft Costs	Private equity	\$11,000
TOTAL DRI FUNDS REQUESTED		\$33,000
TOTAL FUNDING FROM OTHER SOURCES		\$131,000
TOTAL PROJECT COST		\$164,000

This project will most likely not go forward without the DRI funds – the sponsor has already reduced the vision of the project to work within the budget provided.

PROJECT BUDGET AND
FUNDING SOURCES
(CONTINUED)

Dizzy Block Brewing – Non-DRI funding sources are comprised of cash, bank loans, a private investor, and a NY Business Development Corporation loan

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Phase 1 – internal buildout, basic brewing equipment	Cash and loans	\$90,000
Phase 2 – completion of brew system – heavy machinery (additional fermenters, chilling system, keg washer)	DRI funds, cash, and loans	\$38,000
Phase 2 – construction of drainage system	Cash and loans	\$25,000
Phase 2 – furnishings and light equipment	Cash and loans	\$28,000
TOTAL DRI FUNDS REQUESTED		\$37,000
TOTAL FUNDING FROM OTHER SOURCES		\$144,000
TOTAL PROJECT COST		\$181,000

DRI funding is necessary for Phase 2 to move forward.

PROJECT BUDGET AND
FUNDING SOURCES
(CONTINUED)

Empire Drone Company – Non-DRI funding will be self-funded with business revenue from sales and a line of credit from Farm Credit East in Cortland, NY

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Phase 1 & 2 - completed	Line of credit and business revenue	\$125,000
Phase 3 – drone simulators	DRI funds, line of credit and business revenue	\$75,000
Phase 3 – construction / buildout – in progress	Line of credit and business revenue	\$125,000
TOTAL DRI FUNDS REQUESTED		\$65,000
TOTAL FUNDING FROM OTHER SOURCES		\$260,000
TOTAL PROJECT COST		\$325,000

PROJECT BUDGET AND
FUNDING SOURCES
(CONTINUED)

Fulton Family Medicine – Non-DRI funds will be funded with loans

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Exam Room Buildouts	DRI funds, loans	\$32,000
New Entrance with ADA Ramp	Loans	\$13,000
Façade Improvements	Loans	\$66,000
TOTAL DRI FUNDS REQUESTED		\$23,000
TOTAL FUNDING FROM OTHER SOURCES		\$88,000
TOTAL PROJECT COST		\$111,000

PROJECT BUDGET AND
FUNDING SOURCES
(CONTINUED)

Tavern on the Lock – Non-DRI fund will be funded with loans and private equity

USE OF FUNDS	FUNDING SOURCES	AMOUNT
Banquet Room Buildout including moving an office and all plumbing and electricity work associated with moving refrigerator and freezer equipment	DRI funds, loans, and private equity	\$87,000
Outdoor Pavilions	Loans and private equity	\$20,000
New Entryway	Loans and private equity	\$8,000
Roof Repairs	Loans and private equity	\$30,000
TOTAL DRI FUNDS REQUESTED		\$29,000
TOTAL FUNDING FROM OTHER SOURCES		\$116,000
TOTAL PROJECT COST		\$145,000

If DRI funds are not awarded, this project will move forward with a reduced scope.

FEASIBILITY AND COST
JUSTIFICATION

Project sponsors have provided feasibility and cost justifications including contractor quotes (Cayuga Street Café); local vendor quotes, business plans and financial analysis (Dizzy Block Brewery); a business plan and cost estimates for drone simulators (Empire Drone Company); contractor quotes (Fulton Family Medicine); and construction estimates including labor and materials costs from Northmen Builders (Tavern on the Lock).

REGULATORY REQUIREMENTS

All projects will require building permits from the City of Fulton. Fulton Family Medicine and Tavern on the Lock may also require approval of the proposed façade improvements.

TIMEFRAME FOR
IMPLEMENTATION AND
PROJECT READINESS**Cayuga St. Café**

Winter (Q1) 2021 - Purchase building

Winter (Q1) 2021 - Secure building permits, draft detailed blueprints of project, order materials

Spring 2021 - Construction begins

Winter (Q4) 2021 – project completion

Dizzy Block Brewery

Fall 2020 - Non-DRI portions of the project

Winter (Q1) 2021 - DRI portions of the project

Winter (Q4) 2021 - project completion

Empire Drone Company

Spring 2020 - completion of Phases 1 & 2

Winter (Q1) 2021 - Start Phase 3 construction

Spring 2021 - project completion

Fulton Family Medicine

Winter (Q1) 2021 - Project Start

Fall 2021 - project completion

Tavern on the Lock

Fall 2020 - Project start (non-DRI items)

Winter (Q1) 2021 - start DRI portion of project

Summer 2021 - project completion

PROJECT REPORTING

The City of Fulton will be responsible for project oversight, ensuring the projects conform to the requirements of the DRI contracting process. All project sponsors will be hiring licensed contractors to perform all work to local and State standards. The following metrics will be made available to the State upon request:

- **Cayuga Street Café** - number of customers, staffing levels, revenue figures
- **Dizzy Block Brewery** - Revenue figures including sales, number of customers, and staffing levels
- **Empire Drone Company** - employment and revenue figures, number of students trained on the new equipment
- **Fulton Family Medicine** - number of new hires and new specialties offered at the office, number of patients
- **Tavern on the Lock** - staffing levels, number of parties thrown held in the banquet room, revenue figures

5.3 Non-DRI FUNDED PRIORITY PROJECTS

There are several projects that are not recommended for DRI funding that have been identified as important to Fulton's revitalization. These projects were identified during the DRI process and garnered support from the LPC and the public at large, however, they were not able to be considered for funding due to various circumstances such as property control issues, funding, and/or project readiness. Below are short descriptions of these projects.

Nestlé Property (several projects)

There has been increased interest in developing the former Nestlé property. As of September 2020, potential owners of over 90% of the available parcels have entered into talks with the City to obtain and develop those parcels. One interested party is a local manufacturing company that will expand its Fulton operations in a new 60,000 SF manufacturing facility and will retain and grow its existing workforce. Several other developers have expressed interest in constructing multi-use buildings housing commercial and mid-level residential apartments.

Indoor Sports Complex

An interested party would like to construct an indoor sports complex that will allow for year-round activities for residents of Fulton and surrounding areas. Initial plans include a full-sized 11-person soccer field, batting cages, and golf range.

Blue Moon Rooftop Expansion

A popular restaurant in the heart of Fulton's downtown would like to create an outdoor dining space on its rooftop, capitalizing on views of Fulton's waterfront. This expansion would require the installation of an elevator onto the rooftop to provide access to all patrons, an expense the owners could not undertake at this time.

Cayuga Street Breezeway Atriums

This project would install glass panels over the Cayuga Street Breezeway to create atriums. This newly covered space would be able to showcase art and other wares of local residents year-round. There is synergy between this project and the CNY Arts Center project located across the street.

Behavioral Urgent Care

This project would provide walk-in services for mental health and addiction related ailments.