



City of Fulton

Ronald L. Woodward, Sr.
Mayor

Municipal Building • 141 South First St.
Fulton, New York 13069-1765
www.cityoffulton.com
e-mail: mayor@cityoffulton.com

(315) 592-7330
Fax (315) 598-7051

May 25, 2016

Central New York Regional Economic Development Council
c/o Co- Chairs Rob Simpson and Chancellor Kent Syverud
620 Erie Boulevard West #112
Syracuse, New York 13204

Dear Mr. Simpson and Chancellor Syverud:

Please accept this application on behalf of the City of Fulton New York, for the Central New York Regional Economic Development Council's "Downtown Revitalization Initiative". We are grateful for the consideration to provide our community the opportunity to grow significantly under this initiative. We have been proactive and working diligently to position ourselves to effectively capitalize on the DRI, should we be selected. We urge you during this review process, to strongly consider the City of Fulton's heritage and potential that are ripe for investment.

Respectfully submitted,

Mayor, Ronald L. Woodward Sr.

Council President, Thomas Kenyon

Councilor, Donald Patrick

Councilor, Norman J. Foster

Councilor, David Ritchie

Councilor, James Myers

Councilor, Lawrence Macner



Central New York Regional Economic Development Council

Downtown Revitalization Initiative Timeline and Criteria

Timeline:

- Information Session- May 11th from 11am to 12pm at SUNY Metro.
DATE: Wednesday, May 11, 2016
TIME: 11:00am
WHERE: SUNY Metro, 2 Clinton Square, Syracuse, New York
- If you are planning to attend this presentation, please RSVP to Marsha Mills at marsha.mills@esd.ny.gov no later than Monday, May 9, 2016, by 4:00pm.
- Application deadline is **4 PM May 31st**. Applications should be sent to James.Fayle@esd.ny.gov. Applications received after 4 PM will not be accepted.
- Any questions call Jim Fayle at 315-425-9110.

Scoring Criteria:

20 points each:

- How closely does the applicants plan align with the URI and REDC plan?
- Does applicant demonstrate that they will be able leverage other funding sources if selected?
- How much has previously been invested in the applicants community, and will this investment make a substantial difference in their community?
- Does the application cover all 7 criteria outlined in the Downton Revitalization Initiative document provided by Department of State?
- Does the applicant demonstrate that jobs will be created as a result of the DRI and are there commitments in place at this time?

DOWNTOWN REVITALIZATION INITIATIVE –DOWNTOWN TEMPLATE

BASIC INFORMATION

Regional Economic Development Council (REDC) Region:Central New York

Municipality Name: City of Fulton, New York

Downtown Name:Fulton, New York

County:Oswego

Downtown Description - Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award):



The Oswego River runs through Downtown Fulton Separating the East and West sides of the City.

The City of Fulton is located on the east and west banks of the Oswego River, twenty-five miles north of the City of Syracuse and twelve miles south of Lake Ontario. It has a rich history and natural attributes that once inspired famous artists and novelists of the 19th century's such as James Fenimore Cooper. The Oswego River and its tributaries have been a life force to Fulton since the city's early beginnings, supporting agriculture, manufacturing, trade, and travel; and, its economy was greatly enhanced by the Oswego Canal along the Oswego River.

Overview

People of generations past remember Fulton as a destination and cultural example that other communities envied. Fulton was known for many years as the city which was untouched by the Great Depression. In 1936, the *New York Sun* labelled Fulton as "the City the Great Depression missed" because of its active factories and mills. Despite its strong beginnings and its avoidance of the Great Depression, it eventually, like many Upstate New York communities, succumbed to hard times.

For most of the 20th century, Fulton was dominated by large manufacturers, including the Miller Brewing Co. and Nestle. When those plants closed, the City experienced high rates of unemployment as related businesses such as machine shops also closed or laid off workers. As a result, Fulton's economic condition and loss of jobs have hurt the housing market, undermined the City's tax base, and resulted in high unemployment with a larger share of the population becoming dependent on public assistance.

Similar to other small cities that depended on manufacturing industries to maintain the economic foundation, Fulton is in the midst of a long-term restructuring. This process has affected all aspects of life in the City from the types of jobs to the quality of housing and the maintenance of basic infrastructure, as well as parks and recreational opportunities. According to the City of Fulton BOA Nomination Study, "A Canal City's Revitalization Plan", December 2013: "Today, Fulton faces many of the same problems as larger urban centers in Upstate New York, such as aging public infrastructure and housing, as well as increased poverty rates. Fulton has a population that is again in a place without an influx of new or returning young persons and families deciding to settle in the City after receiving education and job training. Many urban areas in the Northeast

have started to recover from these similar problems through focused policies to revitalize their neighborhoods, infrastructure, downtowns, parks, and cultural venues.”

Census statistics validate that Fulton is a city with great need. According to the U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates:

- High Poverty: In 2014, the poverty rate in Fulton was 31.7%, which is more than double the U.S. average (14.8%).
- High unemployment: Unemployment rates in Fulton have been consistently higher than state and regional averages. In 2014, 15.7% of the civilian labor force in Fulton was unemployed. This is an alarming statistic: Fulton’s unemployment rate is three times the unemployment rate of New York State today.
- Vacant properties: The vacancy rate for housing in the City of Fulton increased from 5.9% in 1990 to 10.7% in 2010. Currently, there is low demand for both rental and owner-occupied housing in the City.
- Disrepair of existing housing stock: The housing stock is aging with limited funds for improvements. As part of a windshield survey conducted for the City of Fulton BOA Nomination Study, out of a total of 902 houses located on the eastern side of Fulton (the BOA study area), 10 were ranked “dilapidated”, 226 were ranked severely substandard, 513 were moderately substandard and 153 were standard. As a result, the majority (56.9%) of the housing stock within this study area were considered to be moderately substandard.

Fulton, however, is not defined only by its challenges. The City also has significant resources. As outlined in the 2013 BOA Study, Fulton has many assets and opportunities:

- a. Proximity to water bodies (Oswego River/Canal, Lake Neatahwanta);
- b. Pedestrian scale: The traditional street grid pattern in Fulton gives the City the potential to be a walkable community. The City currently provides sidewalk access to portions of local roads and has installed kiosks, directing pedestrian traffic to businesses and institutions throughout downtown.
- c. Recreation: The City currently has 13 parks or open spaces located throughout its boundaries. Most neighborhoods are located within a 10-15 minute walking distance to a public park or school-owned recreational area.
- d. Public transportation system: Fulton receives bus transportation services from Centro, which is a regional Central New York company that provides transportation services to local and regional destinations, including the City of Syracuse, Oswego County and the City of Utica.

Today, there is a demand for revitalization that has risen from every corner of the city. The City of Fulton’s “Comprehensive Plan: A Blueprint to Restore Fulton to a City of Good Neighbors” was created in 2003. Many recommendations have been implemented since then. A City-sponsored citizen’s planning committee has recommended new strategy updates to the Plan. This comprehensive plan focuses on all aspects of our community: neighborhood stability, economic vitality and quality of life. The plan was developed with a shared vision obtained through public input from the community: neighborhood residents, business owners, citizen groups and City departments.



Tourism Center and Restaurant at Bullhead Point at Lake Neatahwanta

Many of the Plan's recommendations that have been implemented are centered around Fulton's greatest assets – our waterways that include the Oswego River and Canal in downtown Fulton, and Lake Neatahwanta, centrally located in Fulton that borders Recreation Park and Bullhead Point. A resident-led and city-sponsored non-profit organization called the Lake Neatahwanta Reclamation Committee is several years into restoring the quality of the water of Lake Neatahwanta, and the Lake's Stevenson Beach is scheduled to be reopened for swimming later this year for the first time since 1988.

Another resident-led non-profit organization, **Friends of Fulton's Parks**, are refurbishing and enhancing the city parks for Fulton's children and recently received a \$250,000 grant to create a teen park at Lake Neatahwanta.



A new initiative, **Fulton Footpaths**, is in the process of obtaining funding to develop eight walking and biking heritage trails throughout Fulton. This project will develop a series of walking trails that connect the natural resources of the Oswego River and Lake Neatahwanta in Fulton with the City's major parks and attractions.

Along the trails, Fulton's impressive history and natural wildlife will be highlighted. The trails will be designed with benches, landscaping, informational kiosks, lighting, and public art. The vision for these trails is that they will inspire people to walk for fitness and enjoyment and to learn about Fulton's impressive history.

We are nominating the City of Fulton for the Downtown Revitalization Initiative grant for many reasons not the least of which is the great need in the City due to the repercussions resulting from high unemployment and poverty. One of the strategies that we are proposing is to use the DRI funds to both create jobs in and around the City **and** train and employ Fulton residents to address the concentrated poverty issue.

The City of Fulton’s Comprehensive Plan has strategically guided the City for over a decade and has achieved some progress but not enough due to lack of funding. There is, however, as mentioned above, a revitalization already underway in Fulton among the residents demonstrating great passion and public support as well as public initiatives to improve the city parks, promote the healthy benefits of walking, and significantly improve the cultural life of the city even on austerity budgets. The people of Fulton are leading the charge and Fulton is poised to return to its former glory with the proper support. The City of Fulton and its citizens are working together, the climate is right and energy high. Fulton is the gateway to Oswego County and our revitalization will benefit the rest of the County.

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the criteria set forth in the DRI Guidelines.

- 1) **Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment.



The City of Fulton has identified our downtown neighborhood as a compact and well-defined area bordering the east and west sides of the Oswego River from city limit to city limit.

Specifically, this area shall be from West Second Street to North and South Second Streets running along the Oswego River on both the east and west sides and from city limit to city limit.

We have separated our DRI area into three zones:

1. **The Downtown Central Core-Canal Landing**– this is downtown’s traditional center. It includes the major public facilities – City Hall, the Fulton Public Library, the Post Office and our Historical Association, the Friends of History in Fulton, NY Inc., which operate the Pratt House Museum, as well as our traditional downtown retail core. It is also the location of Fulton Canal Landing and Marina, where downtown is connected to the Oswego River and the New York State Canal System.
2. **The South Zone Route-481 Commercial Corridor and Anchor District** – The I-481 commercial corridor and anchor district runs the length of I-481 from city line to city line. It is the major access route to downtown Fulton and includes our anchor institutions, including Cayuga Community College’s Fulton complex, the Oswego Hospital’s Fulton Urgent Care Center and the Michaud Nursing Home. It has a large number of chain retailers and restaurants and includes an important redevelopment of the former Nestle property to the south. This zone features a concentration of major employers such as Huhtamaki and anchor institutions that drive demand for downtown services and upon which we can build a comprehensive revitalization strategy.



Huhtamaki, Fulton’s largest industrial employer, dominates the land between I-481 and the Oswego River.

A portion of the zone also extends east and west along Broadway (NYS Rte. 3) that is the boundary between the downtown central core and the south zone. The Broadway (Route 3) business district has the largest concentration of older, multi-story commercial buildings in the city, and is adjacent to many of the historic mill buildings along the river now converted to new uses such as Fulton Mill Apartments, one of Fulton’s largest affordable housing complexes.



Route 3 Broadway Historical Business District leading from the downtown central core to Lake Neatahwanta

3. **The North Zone and Indian Point-** includes the area just to the north of the central core from the Oneida Street bridge to the City line. Route 481 connects this area to Downtown and the South Zone. This area has a mix of commercial and industrial users and has Indian Point, a major access to the river at its northern terminus.
- 2) **Size.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing, or increasing, population within easy reach for whom this would be the primary downtown.

According to the ACS Demographic and Housing Estimates, 2010-2014, the population of the City of Fulton is 11,786. There is a larger population which would include the surrounding towns of Granby and Volney, where downtown Fulton would be their primary commercial district. The population of the catchment area is larger than the size of the city. The population of the surrounding areas has been stable.

The population is large enough to support a vibrant year-round downtown. There has been a growing number of locally-owned entrepreneurial businesses being created and being successful in downtown Fulton. The major employers in the area are all year-round manufacturing and service operations.

Our downtown area as defined above can be transformed into a vibrant, year-round downtown if the redevelopment projects are fully implemented. Four of the Fulton Footpaths walking heritage trails are in our defined downtown area. These include the **Pathfinder Trail**, the **Canalview/Bridgewalk Trail**, the **Towpath Trail**, and the **Broadway Trail**. These trails will run along the Oswego River and Canal through

downtown Fulton and will connect with Lake Neahtawanta. When completed with paving, benches, landscaping and bike lanes, these trails will connect our city, increase pedestrian traffic, not only from city residents but also from tourists and visitors to our City, and will transform our city into a walkable community. It will also reintroduce evening participation of local businesses and restaurants within the newly refined downtown. This new initiative has taken us back to the pre-urban renewal days when we had a thriving downtown, and local evening events that drew residents in to our local businesses and supported housing in the business district.

There is a sizeable population within easy reach of this downtown area either through walking or public transportation. Further development of Fulton's downtown area will not only increase the access to downtown but also attract more visitors and tourists to come. As mentioned earlier, Fulton has many assets and opportunities including our proximity to major water bodies, the pedestrian scale of the city, the city's 13 recreational parks and open spaces, and the highway and public transit system that provides for easy access to the central city public bus transportation.

- 3) **Past Investments & Future Investment Potential.** Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas.

Past Investments in the Downtown

Our downtown as defined is unique because the boundaries are comprised of three distinct areas. The past investments in each area have promoted growth and investment in those areas and are positioned for future development.



Canal Landing Gazebo and Marina in downtown Fulton

The Downtown Central Core-Canal Landing- This area has experienced a Restore New York grant that invested over \$500,000 which reintroduced residential property previously removed from an early Urban Renewal project. This project also renovated three commercial spaces in a historic landmark located in the heart of Canal Landing. The area has also utilized a Community Development Block Grant to re-energize the vacant retail space in the bridge to bridge area, by means of offering a stipend for new businesses to occupy vacant space or existing businesses to expand. This program was very popular in 2005, and exceeded the goals of investment and job creation. After its completion, the \$125,000 of CDBG funds spurred over \$275,000 in private investment and created over 29 FTE jobs in the central zone of our downtown.

The City of Fulton is seeking to implement the strategy put forth by the current comprehensive plan that defines this zone as the heart of our economic well-being. The strategy has goals to add more niche development and reintroduce residential back into the upper floors of the central retail zone. Incorporating more pedestrian traffic in the evenings has always been a major goal, and encouraging events and community offerings can be done by updating signage, improving lighting, enhancing the family atmosphere and promoting arts and culture events that draw residents into the central zone during evening hours.



The Cayuga Community College Fulton Campus

South Zone-Rt. 481 Corridor and Anchor District- This zone runs from the southern city line and extends to Broadway to the north and extends from West Second Street to South Second Street from east to west. This area has probably had the most investment in the downtown boundary. The past investment in this zone has been the expansion of the Cayuga Community College campus that invested \$12 million to renovate a large underutilized commercial retail space. Other past investments in this zone include over \$1 million by the City of Fulton to satisfy a tax lien on the former Nestles site. This strategy to acquire the site and seek development came after many unsuccessful attempts by the previous owner that left the site in disarray with

environmental issues which are now being addressed. This site also holds the most potential for development due to the current demolition of the old plant, revealing a 24-acre site that lends itself to high and medium exposure to the main artery leading through the City, and available sites to complement this corridor.



Indian Point Landing Walking Trail and Picnic Tables overlooking the Oswego River

North Zone-Indian Point-This zone has benefitted from Brownfield funding which was used to clean up a site the City has owned for quite some time. This site was formerly the Fulton Mall site, which hosted an urban mall transformed from a vacant manufacturing building for a few years. Following the closure of the storefronts, the City was left with a site that had identified environmental issues from its previous use. The site was listed on the city's Brownfield Opportunity Area and has been remediated over the last five years. This site has the potential to become a new hotel/convention center which is a key part of Fulton's future strategy. It could become a significant tourist destination because it has an excellent waterfront location and resides next to one of the heritage walking trails that are currently under development.

The North zone has also seen past investments of a local manufacturer that just completed a \$3 million expansion to accompany a neighboring partnership for two businesses to work together and share space and work force. Other past investments include two sections of pedestrian trails that will bring all three Downtown zones together when complete.

The City has also made a significant investment in Indian point providing access to the river, a boat launch, a space for fishing, strolling, and picnicking.

The successful redevelopment of the Nestle site to the south and the brownfield adjacent to Indian Point can strongly support downtown's revitalization which is located between these two.

The Municipality's Current Investment Commitment

In addition to the investments noted above, the City of Fulton has always provided a cutting edge approach to upgrade infrastructure. We have always stretched the public works funding, by ways of providing in kind services, such as labor and equipment to complete major water and sewer line upgrades. We have been able to provide 30-55% more lineal feet of repairs or replacements with this method. With that being said, there are many areas in the downtown that need certain upgrades. We will be seeking funding for the upgrades, and planning to address other needs such as technical equipment and groundwork.

The City of Fulton has invested over \$2.4 million over the past 5 years in water and sewer line replacement in the 3 zones that comprise the Fulton Downtown. They have also invested over \$1.1 million to upgrade and install new infrastructure to business expansions and new housing alike through the entire city. They also have a plan to invest over \$250,000 in infrastructure in the former Nestles site to accommodate future development and handle the growth of business surrounding the site. Careful considerations and compliance were met in terms of environmental quality acts and regulations.

Continuity with REDC's articulated vision

The plans for development in all 3 subareas of the established downtown are targeting many of the visions and goals put forth by the Central New York REDC. These include support for higher education as evidenced by the Cayuga Community College expansion and continuing renovations and upgrades. The revitalization strategy for downtown also aligns with the REDC priority for Tourism and Technology, with planning to address infrastructure needs to accompany and attract advanced industries.

The CNYREDC authored the Central New York Five Year Strategic Plan outlined three priority goals. These include:

1. Strengthen Targeted Industry Concentrations that leverage unique economic assets,
2. Improve competitiveness in, and connections to, the Regional, National and Global Economies, and
3. Revitalize our Region's Cores, Main Streets, and Neighborhoods

As we will describe in section four below, there is a high degree of alignment between the industries that drive the Fulton economy and those that drive Central New York. There are major employers in Fulton from each of those targeted industry concentrations. The goal of this plan is to support their growth, and to assist them in finding the infrastructure, talent and community support they need to be successful. We believe that the execution of this plan will contribute significantly to the quality of life of many of their employees.

Fulton is dependent on many regional resources, such as the Port of Oswego, the region's extensive rail, telecommunications and highway networks for its connections to the global economy. However, Fulton has been a significant beneficiary of foreign direct investment (FDI) and many of its leading firms have foreign ownership and sell into global markets. By building up the hotel assets in the community, we can directly support that international trade.

This application directly addresses the third goal. Fulton is an historic city and is a city with a highly defined urban context, with a traditional downtown and neighborhoods. Executing this DRI strategy will fulfill the goal that the CNYREDC envisioned when they developed the strategy in 2010.

Anchor Institutions

The leading anchor institution within Fulton's DRI district is **Cayuga Community College (CCC)**. CCC made a major investment in its Fulton campus. Since 1994, Cayuga Community College has provided a gateway to higher education in the Oswego County region. Students can complete requirements for a host of degrees offered entirely at the Fulton Campus, a state of the art facility at 11 River Glen Drive featuring classrooms, labs, student lounge space and event center, college bookstore and a stunning learning commons at the heart of the campus. This new facility enables Cayuga Community College to meet the needs of Oswego County and the surrounding region for years to come.



While Fulton traditionally always had a hospital, in 2010, the Oswego Hospital purchased the former A. L. Memorial Hospital in Fulton and converted it into the **Fulton Medical Center**, an urgent care center.

While the medical center no longer offers inpatient services, significant medical services are offered at the site, including walk-in treatment for a wide range of minor conditions and injuries and minor ailments. The medical imaging center offers X-ray, bone density, ultrasonic diagnostic and digital mammography.

Located in the City of Fulton, adjacent to Fulton Medical Center, **Michaud Residential Health Services** is a non-denominational, not-for-profit provider of healthcare services to the greater-Oswego County community. Michaud provides both residential skilled nursing and physical/occupational rehabilitation services, serving 89 residents daily. Michaud also offers specialized services including Infusion Therapy and Wound Care Therapy. Michaud is the highest rated provider in Oswego County for CMS Quality Measures (2016). Michaud is an affiliate of the St. Luke Family of Caring, an affiliation of community-based, not-for-profit healthcare providers serving the greater-Oswego County area.

The **Fulton Public Library**, a gift from Andrew Carnegie, was opened in February 1906. The building is listed on the New York State and National Register of Historic Places (1999). The mission of the Fulton Public Library is to promote the development of independent, self-confident, and literate citizens through the access to cultural, intellectual, and informational resources and to support lifelong learning.

A Fulton Public Library card may be issued to anyone who lives, works, studies, owns property, or pays taxes in the State of New York. 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 Arts Center is a 501(c)(3) non-profit organization located in Fulton, NY. It is an organization of volunteer arts-minded citizens (community residents and artists) founded by Executive Director Nancy Fox. It formed in April 2011 with the desire to deliver arts experiences to the Central New York community. CNY Arts Center's mission is to enhance the cultural life of the community and provide opportunities for all members of the community with All Arts, All Ages. It is currently the only multi-arts center in Oswego County offering arts opportunities in all the arts.

The Arts Center is celebrating its fifth anniversary this year and to date, has delivered programming in studio (visual) art through art exhibits, art shows, and its Art Shop and Studio; performing arts through its theatre productions, Dessert Theatre and Open Mic Night; literary arts through Writer's Café and Author's Spotlight; culinary arts through adult and children's classes; and multi-art community events such as Arty Summer Camp, Snow Day and Arts Fest and Market.

Smart Growth

The proposed project is consistent with the State's Smart Growth principles as outlined in the State's Smart Growth Public Infrastructure Policy Act of 2010. Among the smart growth criteria specified by state statute that are addressed in this DRI application include:

To advance projects located in existing municipal centers- 100% of City's proposed project is located in the City of Fulton, in existing commercial, industrial and residential areas. All will use existing infrastructure in the City of Fulton.

To advance projects in developed areas or areas officially designated for concentrated infill development-Our strategy is focused on downtown revitalization, either through the rehabilitation of existing buildings or the re-use of vacant infill sites. The City will also focus efforts on the re-use of the former Nestle site, which represents the re-use of a former industrial site on a major commercial corridor in the city. We are also seeking a re-use for a former designated brownfield adjacent to the Indian Point recreation area.

To foster mixed land use and compact development, downtown revitalization, brownfield development and affordable housing- This is the essence of Fulton's application, to spur new investment in the downtown core, to develop new mixed uses within the district to maximize its economic development potential. The priority of the DRI will be the re-use of existing sites, including those which have or are going through environmental remediation processes, and to develop new housing opportunities in the central core that will generate quality housing for a mix of income levels.

To protect and preserve open space, agricultural land, forests, waters and significant scenic, historical, or archeological resources- The DRI is proposed entirely within the city of Fulton, but recognizes the importance of the open space resources around us. Protecting these natural resources is one of the keys to Fulton's proposal. The City is currently engaged in a significant effort to reclaim Lake Neatahwanta, and the City has invested significant resources in facilitating public access to the Lake and the River with investments at Indian Point, Bullhead Point and Canal Landing. The proposed connectivity strategy will use the Fulton Footpaths to link these important resources and to provide opportunities for expanded public use and access for all residents of the City of Fulton and its visitors. Our DRI will advance the role that historic renovation can play as a strategy for the revitalization of the city's downtown and its adjacent neighborhoods. We will be seeking opportunities to re-use key historic structures and to attract investment to these projects.

4) **Job Growth.** Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

Approximately 65% of the large employers in the City of Fulton are currently located in the downtown area. The diverse job offerings in this area range from retail positions to manufacturing jobs to professional positions such as engineers. Fulton's greatest and most-sought after asset is our high rate of skilled labor available from employees who previously worked at Miller Brewery, Nestles and other manufacturing companies.

We also have a diversified economic base in strategic industries located just outside the City. Several employers, both inside and outside the city, are positioned to expand. It is the community's goal to use this growing, diversified base to drive demand for new retail, service and residential opportunities for downtown Fulton.

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:

- a. Clean Energy and Environmental Systems
- b. Health, Biomedical Services and Biosciences
- c. Financial Services

- d. Agribusiness and Food Processing
- e. Advanced Manufacturing
- f. Tourism

These industries are all represented in, or are located right outside the City of Fulton.

Clean Energy- Sunoco is one of the clean industry leaders in the region. For nearly 25 years – 1971 to 1994 – the Town of Volney (just outside the Fulton city limits) was home to a Miller Brewing Plant. After Miller closed the plant, it sat vacant until 2007 when it was repurposed as an ethanol production facility valued at over \$200 million. In 2009, the owners filed for bankruptcy and the facility was sold for just \$8.5 million to Sunoco.



The outside of the Sunoco ethanol plant in Volney, right near the Fulton city line off county Route 57.

Sunoco immediately invested more than \$20 million to improve processes and technologies with the goal of creating one of the most technologically advanced biofuel production facilities in the United States. In 2010, the facility returned to production and round the clock operation. At full production rate, this advanced production facility is able to produce in excess of 85 million gallons of fuel-grade ethanol per year, along with millions of pounds of dried distillers grains and carbon dioxide, not to mention nearly two million gallons of corn oil. In 2013, the Sunoco Ethanol plant purchased more than \$150 million in corn, much of which is locally grown in Upstate New York that would be used to produce 61 million gallons of ethanol and numerous by-products. Among those byproducts is carbon dioxide, which is captured and processed by Linde Industrial gas. The by-products also include dried distillers grains, which are exported to China and the Philippines.

Brookfield Power also operates a one megawatt hydroelectric plant in the Oswego River in downtown Fulton.

Health, Biomedical and Biosciences-As noted in section 3 above, Fulton is home to the Fulton Medical Center and the and Michaud Residential Health Services. In addition to their importance as health service suppliers, they are major employers in the City of Fulton. Fulton has also seen recent investment in outpatient medical services including an investment by St. Joseph's Hospital Health Center in a medical diagnostic imaging center.

Financial Services-Fulton is a communitywide banking center with headquarters or major branches of banks, credit unions, telecommunications providers. Several are or have made recent investments in the community. Because of the availability of the labor force, Fulton could also provide back office or customer care services, although it will likely need upgrades to its telecommunications and physical facilities in order to attract these uses.

Agribusiness and Food Processing- While a legacy industry in Fulton from companies such as Nestle, Birdseye, and Miller, Fulton continues to attract and maintain food processing operations. There are three operations in Fulton that represent Foreign Direct Investment (FDI).



The first is Pakistan based K&N Foods which produces premium chicken products, particularly for the halal market.

The second FDI is Canadian based Teti Bakery, which makes Italian flatbreads for sale to supermarket chains. Among its customers is Wegmans Food Markets. Teti moved into an existing 200,000 sq.ft. manufacturing building in 2012, and plans to create 63 jobs over three years.

Closely related is Finnish owned Huhtamaki, which makes food packaging products such as ice cream containers and novelty packaging, cups and other food related packaging products in Fulton.

Advanced Manufacturing- The Brookings institution classified advanced industries as those with "deep involvement with technology research and development and STEM (science, technology engineering and math) workers". Among 50 industries classified in this group included motor vehicle parts, electric power generation and industrial machinery. Brookings noted the importance of these industries to the American economy; advanced industries have created 65% of post-recession jobs in America, and their workers tend to earn nearly twice as much as the average worker outside these sectors. This sector employs 80% of the nation's engineers, performs 90% of private sector R&D, generates approximately 85% of U.S. patents, and accounts for 60% of U.S. exports. Fulton firms which fall into this classification include Davis Standard (Black Clawson converting machinery) which makes equipment for the paper converting industry and Interface Solutions Inc. which manufactures and markets advanced materials, sealing solutions, thermal and acoustic management systems, and specialty products for applications in light- and heavy-duty diesel, automotive, small engines/lawn and garden, industrial and consumer, and related industries worldwide

Destination Tourism- Fulton's natural assets provide a base for tourism. The access to the water, fishing, outdoor and winter sports all provide reasons for tourism to the city. The opportunity exists to expand this base, by adding to facilities and amenities to appeal to visitors to the region. Many tourism and recreational initiatives that correspond to Fulton's greatest assets – its access to the Oswego River and Canal and the Lake – are currently underway such as the Fulton Footpaths walking trails, the Lake Neatahwanta restoration, and the refurbishing of the city parks.

Specific opportunities for economic development include the creation of a hotel/conference center asset at the BOA site adjacent to Indian Point (and serviced directly by I-481). The opportunity exists from this site to add unique experience based attractions for guests interested in nature trails, kayaking, boating, 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 in the United States. Such a tourism development could leverage significant private investment to build out and reclaim a former brownfield site. It also creates the opportunity for small scale entrepreneurial ventures such as bed and breakfast developments.

New Job Growth-The importance of the above six industries is that they can generate a growing base of jobs that are at the core of the city or located within easy driving distance just beyond the city's boundaries. These can provide the economic energy and generate demand for commercial services in downtown as well as a demand for housing within the city.

For example, the Sunoco energy plant is planning for an expansion to create a new malting operation. Sunoco will receive \$700,000 in state funding awarded through Round Five of Governor Cuomo's Regional Economic Development Council initiative, to renovate a portion of its facility for the production of barley malt, a component of the beer making process. Construction on the barley malting facility is expected to begin in the spring.

Full production should be achieved by 2017 and will be able to produce as much as 2,000 tons of high-grade brewer's malt each year, making it the largest malting facility in the eastern United States. The project will support NYS farmers and the growing NYS Craft Brewing industry.

"New York's current malting capacity is unable to meet the growing demand of New York farm and craft brewers," it stated in a recent news release from Sunoco. "It's anticipated that the new malting facility will purchase malting barley grown on about 3,000 acres in New York. The malt produced will help fulfill the demand from New York State's rapidly expanding roster of farm and craft breweries."

The total investment of \$9.2 million will create ten jobs and help to diversify the production at the ethanol plant. Financial assistance for the expansion is also being provided by the County of Oswego IDA.

Links to the Upstate Revitalization Initiative- The recently awarded \$500 million Upstate Revitalization Initiative funds can also support growth in industries in and

around Fulton, which will generate more high paying jobs for the region. Three of the strategies and “signature investments” are particularly relevant to the community. The first builds off the strategy to “Strengthen the region’s agribusiness sector to meet the growing global demand for safe and high quality food and nutrition”. This strategy will link directly and support the agricultural economic base of Fulton, both in its farms and its food processing operations. The community around Fulton can provide locations for controlled environment agriculture, and the recommended certification process would support the region’s ability to market local crops worldwide. In Oswego County, there was a 21% increase in the total market value of agricultural goods produced between 2007 and 2012. Fulton’s opportunity continues to be in the processing of food, which has been a proven attractor for foreign direct investment into the center of the city. These operations can provide for a growing demand for employment in the city. As the URI notes: “Additional indirect impacts from these businesses support a vibrant agriculture and food processing sector (e.g. transportation and logistics, technology, manufacturing, research and energy-related businesses)”.

A second strategy of the URI that will support economic growth in Fulton is to “Develop a Connected and Modern Transportation and Logistics System”. As defined in the URI application the strategy includes the development of a hub for global logistics and manufacturing. While we recognize that the specific site for that hub will not likely be in Fulton, Fulton’s logistics industry can be a critical component of any hub developed.

One of the key logistics companies located in Fulton is Riccelli Northern. Riccelli Enterprises and Northern Companies have combined operations, providing transportation, mining and materials handling services in the northeast. Both present complimentary commercial strengths and an acknowledged reputation for premium products and quality service for the construction industry. The company can supply a wide range of products with the ability to haul most material to any location. Riccelli is a company which expects to continue its rapid growth, and is hiring truck drivers and mechanics for its operation in Fulton.

Economic Inclusion and the URI

One of key strategies of the URI that is critical to Fulton’s economic revitalization is the programs emphasis on economic inclusion. The strategy, to “Cultivate an Inclusive Regional Economy” will be one of the most important to Fulton. We would seek to make Fulton a center for this work, to be one of the first outside the City of Syracuse. The tactics outlined in the strategy are:

1. Expand demand driven workforce-training programs.
2. Strengthen the job and talent pipeline in communities of need.
3. Revitalize strategic urban spaces to remove neighborhood blight and promote homeownership.
4. Invest in the human capital pipeline through educational advancement opportunities.
5. Target geographic location of future industrial investments in communities of distress.”

Fulton could greatly benefit if the Work Train model is expanded into the city as part of the DRI initiative. We would encourage that a substantial portion of funds awarded under the DRI be targeted for this use. This strategy will be key to directly attacking the high level of unemployment and poverty in the city, and the funding could be directed to prepare employees for the key sectors noted above (advanced manufacturing, clean energy, health, agribusiness, logistics, financial services and tourism) that can prepare Fulton's labor force for the opportunities that will be created by the DRI.

There are several delivery mechanisms within the DRI already in place that could be used to provide the training. Fulton is fortunate to be part of Citi (The Center for Instruction, Technology and Innovation) that provides vocational education services to the Fulton City School District. Among the programs offered by Citi that would be immediately relevant to our key economic sectors include: health occupations, heavy equipment maintenance and operation, advanced manufacturing, computer systems, welding, construction technology and culinary arts. These programs would directly support Fulton's key sectors and would be a key component of our DRI strategy. Last year, there were insufficient funds in the City of Fulton School District to cover the costs of all of the students who wanted to attend these critical programs for career readiness.

In addition, CCC provides Fulton with a critical anchor institution which offers jobs and educational opportunities that directly support our economic strategy for the DRI. The continued planned expansion of CCC's Fulton campus gives the DRI district a solid southern anchor and will be a key piece to making the education to jobs linkage. The powerful combination of Work Train, Citi and CCC will directly address the problems of unemployment and poverty within the DRI and therefore is a key strategy for our application. We would seek to have a substantial portion of the DRI funds in Fulton committed to advancing the URI's strategy to create the inclusive regional economy.

Small Business Assistance- The central core of downtown has had recent entrepreneurial success. A number of locally owned and operated businesses have opened in downtown Fulton and are creating jobs and vitality in the center city. Among these businesses are restaurants such as Tavern on the Lock, the Red Brick Pub, and the Blue Moon. Retailers include Kathy's Cakes, The Village Shops, Sweet Cindy's Gluten Free Bakery and the N&N Dance studio, among others.

In order to accelerate this activity, the Fulton DRI would propose to use part of any award to create a small business financing loan pool within the Fulton Community Revitalization Corporation, to be administered by the City Office of Community Development. This would become a vehicle to provide SBA 504 loans and to partner with providers such as the New York Business Development Corporation to provide low interest loans to entrepreneurs who will open new businesses within the downtown core, or for property owners seeking to renovate commercial properties within the district. In return for the investment, the City will look for property owners to pass some of the cost savings benefits to small business tenants.

The City of Fulton continues to develop business-friendly policies to assist new businesses particularly in regard to zoning issues and vacant properties in need of investment.

- 5) Attractiveness of the Downtown.** Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces.

Another strategy that directly links the URI and Fulton's DRI application is to "Build Welcoming and Connected World-Class Communities". Within this strategy, the CNYREDC listed several tactics that are directly relevant to this application:

1. "Develop environments to make arts and cultural institutions more competitive and sustainable.
2. Catalyze adaptive re-use of historic, vacant and underutilized properties
3. Support anchor institution investment in urban communities.
4. Grow and support destination tourism assets".
5. Target geographic location of future industrial investments in communities of distress."

The Fulton DRI proposes to make some of its most significant investment in support of this strategy.

Fulton's downtown area as defined includes many of Fulton's greatest assets that need to be fully developed. The entire length of the downtown area runs along the Oswego River/Canal. As mentioned earlier, heritage walking trails that include paving, landscaping, benches, lighting, historical kiosks, and other enhancements, are envisioned for this entire length.

The gateways to Fulton along the 481 corridor are also included in this downtown area. The City's Comprehensive Plan includes design specifications for this important area and image of the City that includes coordinated curb cuts, sidewalks, bike lanes, landscaping, shared parking, building height and setback requirements, all of which will contribute to not only greater attractiveness for downtown, but also will maximize commercial business and tourism opportunities.

One of the projects that we believe would be key to a Fulton downtown revitalization strategy is to expand the role of cultural anchor institutions. There are two specific projects that are critical to the success of the Fulton DRI: (1) the expansion of the CNY Arts Center in downtown Fulton and (2) the stabilization and expansion of the historic Fulton Public Library.



The first critical project would be to permanently acquire a building in downtown Fulton to expand the **CNY Arts Center** and establish a community arts center with easy access for residents in the downtown core.

In June 2012, State Street Methodist Church offered space for a nominal fee where the Arts Center had access to three basement classrooms, two kitchens, and a large capacity dining hall. In May 2013, the Center expanded and established an Art Gallery in Downtown Fulton at 47 S. 1st St across from the gazebo next to the Oswego River, again with community support.

Since The Arts Center is an all-volunteer group, it has partnered with many community groups to help accomplish its goals. Community partners include Oswego County Tourism, Fulton City School District, the City of Fulton, the Fulton Community School, Oswego County Opportunities, Literacy Volunteers, Fulton and Oswego Public Libraries, among others.

Their largest partner is Cayuga Community College (CCC), Fulton Campus. In the Fall of 2014, the Arts Center moved from State Street Church and began sharing CCC's campus event center (a former storefront on the CCC Fulton campus). It moved its offices, art exhibit space and fully functioning professional theatre that seats 150. With the support of the Shineman Foundation and volunteer effort, the collaboration with CCC brought the Arts Center a professional image with the presence of the stage, lighting and sound in a newer, more modern facility. This location provided ample parking, easy access and great exposure. Since moving to the CCC campus, close to 4,000 people have attended events and performances through May 2016. However, the current space at CCC does not have room for all the Center's needs including art classes, private music lesson space, summer camp, etc.

The Gallery downtown was converted into a studio space for art classes. While CNY Arts Center has just begun exploring the partnership with the college, they continue to seek a greater presence in downtown Fulton's central core for a retail outlet for art and expanded spaces for classes and a greater variety of spaces for performances. Their vision is to establish a community arts center with classroom and studio space, an art shop/gallery, a teaching kitchen, and small performance space. They wish to offer weekly programming and stimulate foot traffic downtown, become an anchor for downtown businesses and contribute to a quality of life environment that will complement the other downtown quality of life strategies outlined in this DRI: the proposed Heritage Walking Trails and the expansion of the Fulton Public Library on the south end of the downtown core.

It is felt that a downtown community Arts Center will be a destination draw for tourists to visit and attract vital tourism dollars to the city. This convenient location

will also deliver easy access for afterschool and youth programming, as well as serve the community with local arts activities.

The second critical project would be to stabilize and expand the historic **Fulton Public Library**. Time, wear and tear, and the elements have left the building in a condition that requires some much needed maintenance and rehabilitation. The Fulton Public Library Board of Trustees has initiated a capital campaign to raise funds in order to address these needs. It is hoped that community support will allow the library to successfully compete for New York State construction grants. These grants can provide up to 75 percent of approved costs of construction, renovation, and rehabilitation of public libraries. The library will also be pursuing other grant opportunities to assist in this process. The goal is to raise \$50,000 to begin the process of restoring this historic landmark.



Fulton Public Library on South First Street

The library is located at the very center of the downtown district, at the intersection of Broadway and South First Street. It also offers the potential for access to the proposed Fulton Footpaths project as the library is directly adjacent to the Oswego River. The opportunity exists to use the library as a nexus between the river, the street access into downtown, and the state highway system, Route 3.

The critical location and expanded use of this facility was documented in the Fulton's Comprehensive Plan under Projects to Strengthen Fulton's Quality of Life. It was noted that libraries, in addition to meeting the need for recreational reading materials, provide critical services in a community today that include not only include books, newspapers, and magazines, but also computers and high-speed internet connections. Many smaller cities like Fulton are investing heavily in public projects that attract a broad cross-section of residents to their downtowns. There is evidence that this type of project can generate significant economic impacts by providing a solid anchor for a commercial district.

The Comprehensive Plan proposes to remodel the Fulton Public Library and add additional community space in the back of the Library overlooking the Oswego River. This could become a community meeting place for residents to enjoy not only the library but this space would also be tied to the waterfront revitalization efforts of the Fulton Footpaths walking trails which would run directly behind the Library in view of this new library community space.

Historic Preservation and Adaptive Re-Use will be key strategies to the success of Fulton's DRI project. While much of the historic central core of downtown was removed as a result of a vigorous urban renewal effort in the 1970's, several

historic structures remain intact and are in need of re-investment in Fulton's first historic district.

The historic structures in this district that remain are located on South 1st Street between Broadway and Seneca Street. The Post Office, Public Library, Pratt House (home to Fulton's Historical Society), and anchor financial institutions such as Fulton Savings Bank are located along this stretch of South 1st Street. The Fulton Post Office, Public Library and Pratt House are all on the NYS Historic Register.



The Historic U. S. Post Office in Fulton

Fulton's second historical district is on Broadway between West 1st and 2nd Streets and contains some of the best examples of historical commercial architecture in the City. The City of Fulton in general contains a wealth of historic structures including several examples of historic architecture, dating as far back as the mid-19th century, including but not limited to, Italianate, Greek Revival, and Tudor Revival periods of architectural history.

The opportunity exists to create additional districts and to maximize the use of federal and state historic preservation tax credits and economic development programs such as New York State Main Street and National Grid's Main Street funding initiative that will encourage private developers and property owners to take advantage of these tools. For example, two years ago the City sought to acquire and develop a feasibility study for the adaptive re-use of the Case-Lee House which is located near City Hall along South First Street. While that project stalled, the building could provide an ideal location for a bed and breakfast or similar hospitality offering which could encourage more tourism in the central core.

As mentioned earlier, South First Street also houses another major cultural institution, the John Wells Pratt House, also known as **Pratt House Museum**, is a historic home and museum. Built in 1863, it is a large two story residence in

the Italianate style. The upstairs of the house boasts of Fulton history. There are antique tributes to Hunter Arms/LC Smith, Nestles, Foster Knife Company, American Woolen Mills, Hart Pottery Company and many others that were once thriving in the heavily industrious city of Fulton. The Museum is operated by the Fulton Friends of History, and the building was listed on the National Register of Historic Places in 1999.



Pratt House Museum, home of Fulton's Historical Society

Erie Canalway National Heritage Corridor - This core area offers concentrated cultural, historic, and educational attractions, as well as a major access point to the canal trail, and the working section of the New York State Canal System which is operated by the New York State Thruway Authority. In 2014 the entire system, including the Oswego Canal, was listed as an historic district on the national register of historic places. From this site in downtown Fulton, a boater can travel the entire length of the 524 mile system. This will provide the opportunity to leverage the investment of the Thruway Authority and the Erie Canalway National Heritage Corridor. The U.S. Congress recognized the Erie Canal's significance to our nation by establishing the Erie Canalway National Heritage Corridor in 2000. The Corridor includes the Erie, Cayuga-Seneca, Oswego, and Champlain Canals and their historic alignments. The Corridor encompasses 4,834 square miles in 23 countries and is home to 3.2 million people. Connecting the downtown is a meaningful way to drive more heritage tourism opportunities into the Fulton DRI.

Homeownership Housing-Fulton will also seek to access HCR programs to encourage homeownership opportunities in downtown and in adjacent neighborhoods. We will seek to create access to programs to encourage employees of growing businesses to purchase and rehabilitate houses within the city center to reduce the incidence of vacant structures within the core.

Walkability and bike-ability - We have multi-mode public transportation that includes local bus route, taxicabs, canal waterway travel and pedestrian and bike trails. This is a centrally located area between the two other big markets of Syracuse and Oswego.

Most of the downtown area is quite pedestrian and bike friendly. One of the most used walking trails is around the bridges of Fulton which has many business locations and storefronts along the way. There are park and ride destinations along this trail, which provides transportation to regional and county wide attractions. There are 4 parks located in the downtown boundary with ample green space. There is an urgent care facility located within the downtown boundary. Broadband is currently available, with fiber optics currently being installed.

The downtown currently hosts the CNY Arts Center Art Shop and Studio, children's summer art camp, summer arts events, weekly summer band concerts and after hours social culture events. The proposed **Fulton Footpaths Trail** and expanding the **Fulton Public Library** and **CNY Arts Center** downtown will attract tourists to the heritage themes and art installations included in the walking trails and expansions of the library and Arts Center. A great influx of visitors to the downtown area will bring critical tourism dollars from outside the area to support retail and entertainment opportunities for a vibrant cultural life.

Healthy and Affordable Food Markets-It should be noted that Fulton has many healthy and affordable food markets. There is an array of grocery stores located in the community and close to downtown. There is a full-service Price Chopper, Tops, Sav-A-Lot, and a new Aldi's is scheduled to be constructed this summer at the Nestles site. A Super Walmart that offers groceries is also located just beyond the city limits. In addition, Fulton is fortunate to have a wealth of farm stands with fresh fruits and vegetables. A local orchard is also scheduled to open a retail store on Route 3 in Fulton this year.

6) Policies to Enhance Quality of Life. Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, complete streets plans, or transit-oriented development. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

City's Comprehensive Plan- As has been mentioned, Fulton has been strategically implementing its Comprehensive Plan as resources allowed. The Plan focuses on three major themes: Advancing Neighboring Stability, Promoting Economic Vitality, and Improving the Quality of Life. While there are many aspects of economic development the City has little control over such as climate, plant closures, etc., there are aspects of Fulton that can be controlled and influenced with the backing of its residents.

Recommendations from the City's Comprehensive Plan that improve the quality of life include:

- e. Develop design standards for the 481 corridor and other unique areas in Fulton: downtown area, West Broadway, Bridge to Bridge area, C-1 Neighborhood commercial, C-2A Mixed Use Districts for projects

- f. Develop and implement a Rte 481 and Rte 3 Corridor Management Plan and Streetscape Beautification Project.
- g. Develop a comprehensive Historic Preservation Strategy
- h. Create tree planting program
- i. Implement a restoration strategy for the City's parks
- j. Respond to the needs of Fulton's youth with more activities and events, more Recreation Department staff, teen center
- k. Look into creating one- and two-bedroom senior townhouses or condos for the aging population

There is increasing evidence that quality of life issues such as the availability of parks and recreation facilities and community aesthetics are replacing the traditional concerns for public infrastructure in the business location decision-making model. With that in mind, Fulton has many quality of life projects currently underway:

1. **Fulton Land Bank:** Fulton recently joined the newly-formed Oswego County Land Bank Corporation. On March 21, officers were elected and Joe Fiumara, Executive Director of the City of Fulton Community Development Agency was elected Vice Chairman. The Corporation is a nonprofit entity whose purpose is to facilitate the return of vacant, abandoned and tax delinquent properties to productive use.
2. **Lake Neatahwanta Restoration:** In 1988, Lake Neatahwanta was closed for public swimming due to bacteria and blue-green algae in the water. The Lake Neatahwanta Reclamation Committee was formed. This committee was made up of concerned community members from the City of Fulton and the Town of Granby, both areas who border the lake. They raised money to perform a comprehensive diagnostic and feasibility study to reclaim Lake Neatahwanta. Dredging of the lake to reopen fresh-water springs in the lake are underway and the beach for swimming is slated to be opened in the summer of 2016.
3. **Fulton Parks and Recreation Restoration:** In 2008, a group of community members formed a new nonprofit called Friends of Fulton's Parks.



This group was organized to provide financial assistance for renovations and improvements to the 13 parks in the City of Fulton and to oversee the funding and implementation of these renovations.

Renovations and improvements can include the installation of playground equipment, picnic tables, barbeque grills, pavilion structures, benches, landscaping, fencing and the construction and maintenance of trails. Many improvements to the city parks have been made and the group is currently

raising matching funds for a \$250,000 NYS Parks grant to build a teen park at Lake Neatahwanta's Recreation Park.

Smart Cities Infrastructure-The efficiency and safety of our downtown facilities has been improved. Lighting has been converted to LED at City Hall and LED street lights are being planned. We are investigating possible solar or other alternative energy choices as part of the Smart City Innovation program.

Inclusive Environment-97% of Fulton's population is native born, with 3% (322) foreign born. Of the foreign born population, the largest group (250) was from Latin America. Only 6% of Fulton's total population (628) speak a language other than English. However, of Fulton's total population (11,786), 23 different ancestries are represented among Fulton's residents, with the largest ethnic groups of Irish (2,027), Italian (1,965), German (1,794), English (1,396), and French (1,008). Because of the ancestral diversity of Fulton's residents, Fulton is a welcoming city and diversity is celebrated in the schools and community.

Zoning policies - New zoning policies in Fulton have brought potential for mixed use spaces. The zoning districts located downtown along the riverfront allow for the potential of mixed-use waterfront development. Mixed use development downtown would result in more market rate housing in Fulton, which is a goal for us since Fulton currently has a supply of affordable housing.

Many City of Fulton Zoning Department changes have been made that will allow zoning requests to be addressed in a timely fashion.

7) Local Support. Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan.

Since the inception of the Comprehensive Plan in 2003, the City of Fulton has taken a pro-active role in bringing not for profit groups and community groups together in the planning stages. The City has just completed a strategic review and update to its Comprehensive Plan and there is a strategic investment plan including local revolving loan funds and other resources in place.

There is significant local and community support for the revitalization of downtown Fulton. Non-profit and volunteer groups actively involved in Fulton's revitalization effort include the Lake Neatahwanta Reclamation Committee, Friends of Fulton's Parks, Fulton Footpaths, CNY Arts Center, Fulton Community Revitalization Committee (FCRC), Fulton Historical Society, and Fulton's service groups: Fulton Sunrise Rotary, Fulton Noon Rotary, Fulton Lion's Club, and Fulton Kiwanis.

Local stakeholders have always been invited to research and development meetings when planning for downtown initiatives. These include many community meetings held in 2015-2016 to develop the Fulton Footpaths Initiative and to provide input for the DRI:

- Initial meeting with stakeholders to determine community support for establishing a heritage and art walking trail project in Fulton – 12/17/15
- Presentation on the proposed Heritage Walking Trail to the Greater Oswego Chamber of Commerce members – 2/2/16
- Discussion of the walking trail project at a roundtable discussion with Fulton's Mayor and Common Council – 2/18/16
- Meeting with Oswego County Opportunities to discuss partnering the downtown walking trail with their Healthy Mile Program at a community event on June 20, 2016 – 3/2/16
- Presentation on the trails to the Sunrise Rotary members – 4/1/16
- Meeting with Fulton Historical Society members to obtain input on Fulton's history along the trails – 4/21/16
- Discussion of support for Fulton's DRI submission by the Mayor and Fulton Common Council at Community Development Agency Board of Directors meeting – 4/26/16
- Discussion of DRI submission at Oswego/Fulton Chamber of Commerce meeting – 5/24/16

The **local leads** for Fulton's DRI will be:

1. **Mayor Ronald L. Woodward, Sr.**, Mayor of the City of Fulton; phone number: 592-7330; email: rwoodward@cityoffulton.com .
2. **Joseph Fiumara**, Executive Director, Fulton Community Development Agency; phone number: 593-7166; email: director@fultoncda.com .

The City of Fulton would implement a DRI investment committee that would oversee this funding if awarded. The committee would set investment and leveraging guidelines consistent with the ratio set forth by Empire State Development programs. The total investment could reach over \$50 million citywide should the vision come to fruition in all the zones of our downtown. Just the projects discussed in the last 12 months that have stalled due to lack of funding or infrastructure upgrades, would total over \$5 million in private investment, and could create over 175 FTE jobs. Existing companies that have talked about expansions recently would exceed 40 new jobs and invest over \$1.5 million in property value and equipment. All together, with over 30 acres of available building sites, and many centrally located vacant store fronts, this initiative could provide the investment infusion the city has needed for quite some time. It is important for us to utilize the current available skilled workforce to encourage these expansions and new opportunities. We are hopeful that this funding if awarded, would instrumentally boost the economic vitality for the city, region and provide the missing pieces to the quality of life puzzle that residents and businesses have been desperately trying to solve.

**City of Fulton/Towns of Volney and Granby
Economic Development Summary 2010-2016 (May)**

<u>Projects</u>	<u>Year</u>	<u>Location</u>	<u>Type</u>	<u>Investment</u>	<u>Jobs N& R</u>
Fulton Tool	2010	Fulton C.	Manufacturing	\$ 140,500	3 -
Huhtamaki	2010	Fulton C.	Manufacturing	18,657,482	11 57
Universal Metal Works	2010	Fulton C.	Manufacturing	930,000	18 -
Onondaga Flooring	2010	Fulton C.	Retail	440,000	- -
Fulton Medical Center	2010	Fulton C.	Healthcare	7,700,000	- -
Sunoco	2010	Volney	Manufacturing	40,411,000	19 -
Timberline	2010	Volney	Manufacturing	230,000	7 10
St. Onge Auto	2010	Fulton C.	Service	180,000	3 -
TC Auto Parts	2011	Fulton C.	Wholesale	-	- 6
Little Lukes	2011	Fulton C.	Service/Education	661,400	30 -
Cayuga Community College	2011	Fulton C.	Education	21,000,000	- -
Sunoco	2011	Volney	Manufacturing	10,400,000	- -
Physical Therapy Plus	2011	Fulton C.	Healthcare	585,000	2 3
Huhtamaki	2011	Fulton C.	Manufacturing	6,630,390	25 -
K&N's Foods	2012	Fulton C.	Manufacturing	3,175,000	183 -
CL Fitness	2012	Fulton C.	Service	50,000	1 6
Teti Bakery	2012	Volney	Manufacturing	3,300,000	63 -
MF Graphics	2012	Fulton C.	Service	124,200	1 -
Reflections	2012	Fulton C.	Service	50,000	5 -
Sunoco	2012	Volney	Manufacturing	1,750,000	- -
K&Ns Foods	2013	Fulton C.	Manufacturing	1,200,000	- -
Pathfinder Industries	2013	Fulton C.	Manufacturing	4,130,000	2 25
Patterson Warehouse	2013	Fulton C.	Warehousing	1,300,000	- 43
Fulton Tool	2013	Fulton C.	Manufacturing	209,150	3 -
Sunoco	2013	Volney	Manufacturing	1,950,000	- -
Counseling & Healing Arts	2014	Fulton C.	Healthcare	227,750	2 -
Sunoco	2014	Volney	Manufacturing	4,500,000	10 -

<u>Projects</u>	<u>Year</u>	<u>Location</u>	<u>Type</u>	<u>Investment</u>	<u>Jobs N & R</u>
Fulton Animal Hospital	2014	Fulton C.	Service	509,200	1 3
Huhtamaki	2014	Fulton C.	Manufacturing	3,489,300	25 -
Sweet Inspirations	2015	Fulton C.	Service	616,000	25 -
Universal Metal Works	2015	Fulton C.	Manufacturing	2,392,500	9 -
SolarCity	2015	Volney	Energy	4,107,628	3 -
Sunoco	2015	Volney	Manufacturing	9,100,000	8 -
Debbie's Hash & Mash Café	2015	Volney	Service	134,000	6 -
Pathfinder Courts	2015	Fulton C.	Affordable Housing	24,000,000	- - 5
Oswego County FCU	2015	Fulton C.	Finance	1,083,000	11 -
Brookfield Power	2015	Fulton C.	Energy	1,300,000	- -
Sweet Cindy's Bakery	2016	Fulton C.	Retail	202,000	3 -

<u># Projects</u>	<u>Investment</u>	<u>Jobs</u>		<u>N&R Total</u>
		<u>New</u>	<u>Retained</u>	
38	\$176,673,500	473	158	631

Source: Operation Oswego County, Inc.
May 24, 2016

- 8) **Other.** Provide any other information that informed the nomination of this downtown for a DRI award.

To summarize our application, the City of Fulton faces significant challenges but also possesses important assets that once aligned with the technical and financial support provided through the DRI could be used to address these challenges. Our proposed strategy to achieve that outcome is:

1. Build on the existing economic base in advanced manufacturing, agriculture and food processing, financial services, medical and educational institutions and tourism to strengthen the city's economy.
2. Develop programs in economic inclusion, using a demand based model such as Work Train, to train Fulton's residents for the jobs that will be created by existing industry needs and these created as a result of the DRI investment.
3. Build around the central core of downtown, particularly supporting locally owned, entrepreneurial small businesses and cultural institutions to build a vital downtown. Create a small business loan fund to support this activity. Restore historic buildings to create market rate housing options.
4. Link the downtown to surrounding areas where significant new investment can be generated, e.g., at the former Nestle site and the Indian Point brownfield and BOA district along I-481.
5. Connectivity – use Fulton's extensive waterfront created by the Oswego River, Lake Neatahwanta, the New York State Canal System, and the proposed Fulton Footpaths project to link the dispersed natural assets and manmade investments.
6. Use the economic energy and drive of the anchor institutions such as Cayuga Community College, Oswego Hospital Fulton Medical Center, Michaud Residence, CNY Arts Center, Inc., and Fulton Public Library to generate employment, education, health care services and arts and culture to build an attractive and vibrant center city.
7. Focus on destination tourism as a new economic model to generate jobs and quality of life improvements. Build upon Fulton's natural assets, history, events and linkage to the Canal system to draw in new tourists and visitors.
8. Restore housing at the core of the city and nearby neighborhoods. Look to provide the financial support to link new employees to the traditional neighborhoods of Fulton and in downtown.
9. Build on mixed use and historic preservation strategies to rebuild important structures in the city, particularly in the downtown core and adjacent neighborhoods.

While we are seeking the validation of the components of this strategic framework through the work of the planning consultant who will work in the first stage of the DRI, there are several opportunities that have the potential for near term implementation, e.g.

1. Redevelopment of the Nestle site, which will be anchored by a new Aldi grocery store (already committed) and the City of Fulton's infrastructure commitment.
2. Acquire a downtown location site for CNY Arts Center programming, which can become a cultural anchor attracting patrons and guests who will support other stores and restaurants.
3. Build out the Fulton Footpaths project which will link together the diverse natural and manmade assets of the city.
4. Invest in the small business fund, which would give the City a tool to support small business development.
5. Partner with Work Train and training delivery services such as Citi and Cayuga Community College to train Fulton residents for the jobs being created. Focus on an intentional effort to connect un- and underemployed individuals to both the local and regional economy.
6. Assist the Fulton Public Library in identifying funds for the renovation and expansion of the library, and to develop this as a cultural and educational asset at the center of the City, and linked to the River and Canal.
7. Work with the Erie Canalway National Heritage Corridor to devise interpretative signage, physical linkages and events to celebrate Fulton's Canal heritage.

City of Fulton/Towns of Volney and Granby
Economic Development Summary 2010-2016 (May)

<u>Projects</u>	<u>Year</u>	<u>Location</u>	<u>Type</u>	<u>Investment</u>	<u>Jobs N&R</u>
Fulton Tool	2010	Fulton C.	Manufacturing	\$ 140,500	3 -
Huhtamaki	2010	Fulton C.	Manufacturing	18,657,482	11 57
Universal Metal Works	2010	Fulton C.	Manufacturing	930,000	18 -
Onondaga Flooring	2010	Fulton C.	Retail	440,000	- -
Fulton Medical Center	2010	Fulton C.	Healthcare	7,700,000	- -
Sunoco	2010	Volney	Manufacturing	40,411,000	19 -
Timberline	2010	Volney	Manufacturing	230,000	7 10
St. Onge Auto	2010	Fulton C.	Service	180,000	3 -
TC Auto Parts	2011	Fulton C.	Wholesale	-	- 6
Little Lukes	2011	Fulton C.	Service/Education	661,400	30 -
Cayuga Community College	2011	Fulton C.	Education	21,000,000	- -
Sunoco	2011	Volney	Manufacturing	10,400,000	- -
Physical Therapy Plus	2011	Fulton C.	Healthcare	585,000	2 3
Huhtamaki	2011	Fulton C.	Manufacturing	6,630,390	25 -
K&N's Foods	2012	Fulton C.	Manufacturing	3,175,000	183 -
CL Fitness	2012	Fulton C.	Service	50,000	1 6
Teti Bakery	2012	Volney	Manufacturing	3,300,000	63 -
MF Graphics	2012	Fulton C.	Service	124,200	1 -
Reflections	2012	Fulton C.	Service	50,000	5 -
Sunoco	2012	Volney	Manufacturing	1,750,000	- -
K&Ns Foods	2013	Fulton C.	Manufacturing	1,200,000	- -
Pathfinder Industries	2013	Fulton C.	Manufacturing	4,130,000	2 25
Patterson Warehouse	2013	Fulton C.	Warehousing	1,300,000	- 43
Fulton Tool	2013	Fulton C.	Manufacturing	209,150	3 -
Sunoco	2013	Volney	Manufacturing	1,950,000	- -
Counseling & Healing Arts	2014	Fulton C.	Healthcare	227,750	2 -
Sunoco	2014	Volney	Manufacturing	4,500,000	10 -

<u>Projects</u>	<u>Year</u>	<u>Location</u>	<u>Type</u>	<u>Investment</u>	<u>Jobs N & R</u>
Fulton Animal Hospital	2014	Fulton C.	Service	509,200	1 3
Huhtamaki	2014	Fulton C.	Manufacturing	3,489,300	25 -
Sweet Inspirations	2015	Fulton C.	Service	616,000	25 -
Universal Metal Works	2015	Fulton C.	Manufacturing	2,392,500	9 -
SolarCity	2015	Volney	Energy	4,107,628	3 -
Sunoco	2015	Volney	Manufacturing	9,100,000	8 -
Debbie's Hash & Mash Café	2015	Volney	Service	134,000	6 -
Pathfinder Courts	2015	Fulton C.	Affordable Housing	24,000,000	- 5
Oswego County FCU	2015	Fulton C.	Finance	1,083,000	11 -
Brookfield Power	2015	Fulton C.	Energy	1,300,000	- -
Sweet Cindy's Bakery	2016	Fulton C.	Retail	202,000	3 -

<u># Projects</u>	<u>Investment</u>	<u>New Retained</u>	<u>Jobs</u>	<u>N&R Total</u>
38	\$176,673,500	473	158	631

Source: Operation Oswego County, Inc.
May 24, 2016



OSWEGO COUNTY LEGISLATURE

COUNTY OFFICE BUILDING • OSWEGO, NEW YORK 13126

TELEPHONE (315) 592-9469

MORRIS SORBELLO, Jr.
Oswego County Legislator
District 23
845 CO. RT. 14
FULTON, NEW YORK 13069

Dear Mayor Woodward,

I support the Revitalization Plan for the City of Fulton. Fulton has had many industries leave our City. We need a new concept for our downtown business section. The need for a grant is a very vital part of the program enabling us to change and enhance our Fulton downtown district. I support trying to secure funding to accomplish this goal for the City of Fulton.

Thank you in advance for considering our request.

Sincerely,

A handwritten signature in cursive script that reads "Morris Sorbello".

Morris Sorbello
Oswego County Legislator 23rd District



CENTERSTATE
CORPORATION FOR ECONOMIC OPPORTUNITY

May 26, 2016

Mr. Joseph Fiumara
Executive Director
Fulton Community Development Agency
125 West Broadway
Fulton, NY 13069

Dear Joseph:

On behalf of CenterState CEO, and its 2000 business members, I want to express our support for the City's Downtown Revitalization Initiative application. CenterState will work with you to support the City in the implementation of the project.

As a resident of Fulton I am well aware of the challenges this city faces. The loss of manufacturing employment has left its mark and the adjustment has been difficult. However Fulton has equally remarkable assets: its waterfront, its compact downtown, the talent and skill of its residents and its history. Its transportation access is unrivaled and its ability to attract foreign owned businesses demonstrates its ability to compete in the global economy.

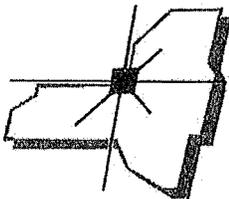
Fulton has developed a smart approach in its strategy: building on its economic assets, making sure to prepare its residents for the new jobs created, connecting the investments it has made and improving public access to the community's natural resources. All of these strategies will have a positive impact on the city; taking together through a comprehensive approach such as the DRI can be truly transformational.

We look forward to working with you.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Mankiewicz'.

David A. Mankiewicz
Senior Vice President



May 26, 2016

Central New York Regional Economic Development Council
C/O Co-Chairs Rob Simpson and Chancellor Kent Syverud
620 Erie Boulevard West - #112
Syracuse, NY 13204

RE: City of Fulton DRI Application

Dear Mr. Simpson and Chancellor Syverud:

The County of Oswego IDA is a public benefit corporation established in 1973. Based on our long history of assisting economic development projects in the City of Fulton and in the neighboring Towns of Granby and Volney, we are supportive of the City of Fulton's application for consideration for the Downtown Revitalization Initiative award from the CNY REDC and State.

The City of Fulton has faced in recent years significant economic losses with the departure of a number of manufacturers including Miller Brewing, Nestle and BirdsEye. Combined, this has resulted in the loss of more than 2,000 manufacturing jobs. There have been, since 2010, some very positive outcomes that are helping to turn the City around, including the attraction of K&N's Foods, Teti Bakery, Sunoco and Universal Metal Works. Also continued investment by companies like Huhtamaki, Patterson Warehousing and the growth and expansion of Cayuga Community College has been significant. Overall, since 2010 approximately \$176.7 million has been invested by 38 businesses and organizations that has helped to create and retain 630 jobs.

The City is currently cleaning up the former Nestle site and will be redeveloping this site for mixed use development. Also, the City and the Town of Granby are restoring Lake Neatahwanta into a major asset for the community.

Thank you for your consideration of the City of Fulton's DRI application. The \$10 million award would be a major boost in helping the City recover and move forward with economic development progress which would also be beneficial to the CNY Region.

Sincerely,

COUNTY OF OSWEGO INDUSTRIAL
DEVELOPMENT AGENCYL. Michael Treadwell, CEcD
Chief Executive Officer

LMT/kp

City of Fulton Mayor's Office
Ronald L Woodward Sr., Mayor
141 S First Street
Fulton, NY 13069
Attention: Joseph Fiumara

Dear Mr. Fiumara:

I am responding to your request for support from local business owners and property owners in the Fulton, NY area in regards to the possibility of obtaining a 10 million dollar Downtown Revitalization Initiative.

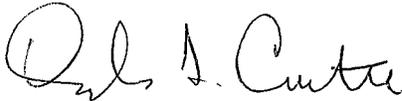
As a longtime resident and investor in our community, I feel this initiative would be the spark that our community desperately needs.

I have owned property in and near our Canalview Landing since 1980 and have witnessed the struggle that owners and tenants have experienced not only with the overall health of the economy, but also the challenges of the deteriorating infrastructure.

On a personal level, our business model could support a larger investment in personnel and structure.

My desire is that hopes can be changed into reality with this financial opportunity for the City of Fulton, NY.

Sincerest best,

A handwritten signature in black ink that reads "Douglas F. Caster". The signature is written in a cursive style with a large initial "D" and "F".

Douglas F Caster
Canalview Travel Service
67 S Second St
Fulton, NY 13069



OSWEGO COUNTY LEGISLATURE

COUNTY OFFICE BUILDING • OSWEGO, NEW YORK 13126

TELEPHONE (315) 592-9469

MORRIS SORBELLO, Jr.
Oswego County Legislator
District 23
845 CO. RT. 14
FULTON, NEW YORK 13069

Dear Mr. Fiumara,

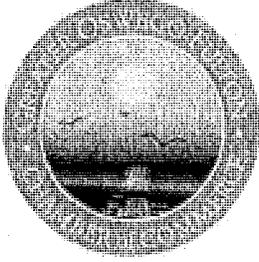
I support the Revitalization Plan for the City of Fulton. Fulton has had many industries leave our City. We need a new concept for our downtown business section. The need for a grant is a very vital part of the program enabling us to change and enhance our Fulton downtown district. I support trying to secure funding to accomplish this goal for the City of Fulton.

Thank you in advance for considering our request.

Sincerely,

A handwritten signature in cursive script that reads "Morris Sorbello".

Morris Sorbello
Oswego County Legislator 23rd District



44 East Bridge Street
Oswego, New York 13126
315-343-7681 (phone)
315-342-0831 (fax)
director@oswegofultonchamber.com
www.oswegofultonchamber.com

May 24, 2016

City of Fulton Mayor's Office
Ronald L. Woodward Sr. Mayor
141 South First Street
Fulton, NY 13069

Dear Mayor Woodward,

On behalf of the Greater Oswego-Fulton Chamber of Commerce, please accept this letter of support of the application being submitted by the City of Fulton for the Downtown Revitalization Initiative. As an organization committed to supporting local business and the community, the Chamber of Commerce recognizes the tremendous impact this investment could provide to help transform the City of Fulton.

There are many great initiatives taking place in the community to not only improve the downtown but enhance the experience of people who call the City of Fulton home as well as those visiting the community. The City of Fulton has much to offer, with the revitalization of Lake Neatahwanta and development of the surrounding properties, as well as investments in the city parks and recreational areas. These efforts have the potential to generate a significant impact on the volume of tourism and economic activity for the City of Fulton and the Central New York Region. Downtown Fulton is building on this momentum and is poised to leverage the DRI award to develop a vibrant and sustainable downtown economy.

This award will not only revitalize downtown Fulton, it will help to existing businesses grow, encourage new businesses to locate in the downtown and help develop amenities to attract new residents and visitors. All of these outcomes will provide the Chamber of Commerce an opportunity to partner with the City of Fulton and the businesses to strengthen to community and encourage additional investment.

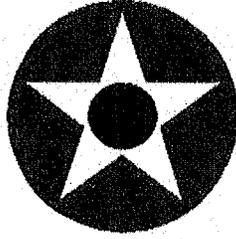
The Greater Oswego-Fulton Chamber of Commerce provides its support and encouragement as you move forward with this application. Please contact us if we can provide any assistance or help identify any additional resources to assist in the process.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Mills", is written over the word "Sincerely,".

Greg Mills
Executive Director

Serving Businesses Throughout Oswego County



SteveChirelloAdvertising

121 S. FIRST STREET • P.O. BOX 727 • FULTON, NY 13069

PH. (315) 592-9778

FAX (315) 598-2474

May 24, 2016

City of Fulton Mayor's Office
Ronald L Woodward Sr., Mayor
141 S First Street
Fulton, New York 13069

Dear Mayor Woodward:

I am writing this letter in support of the Downtown Revitalization Initiative for the City of Fulton.

As a lifelong Fultonian, and a 20+ year local business owner, I believe the investment will help attract more businesses, create more jobs, and have a positive ripple effect on our local economy. It's something we desperately need.

As a boy, I was able to enjoy and patronize a wide variety of businesses in a vibrant downtown. I'd like to see that kind of growth again, and I believe the "Initiative" will help make that happen.

Thank you for submitting Fulton for the \$10 million investment prize.

Sincerely,

Stephen M. Chirello, Owner



City of Fulton Mayor's Office
Ronald L Woodward Sr., Mayor
141 S First Street
Fulton, New York 13069

May 24, 2016

Dear Mayor,

It is with great enthusiasm we heartily support the City's application for consideration in the Downtown Revitalization Initiative. We are poised to actively participate in strategic planning and projects for critical revitalization of this once bustling city. Fulton has suffered greatly in the last two decades and arguably to a greater extent than neighboring communities around us. Our resilience and determination are perhaps the greatest indication of our ability to achieve transformative renaissance and recapture our place in the economy of New York State and Oswego County.

There is no better example I can point to than the grassroots efforts undertaken five years ago to bring a new identity to Fulton through a robust arts economy. Well-documented success of creative placemaking as a catalyst for revival provided a model for transforming the community and we are well underway to accomplishing the goals we set.

Most notably we have delivered engaging art experiences in Studio/Fine Arts, Performing Arts, Writing and Culinary Arts with extensive programming for children, one in four who live below the poverty line. From our six week summer art camp to theatre productions with more than 30 children onstage to public art events, we bring enrichment opportunities and critical learning skills for tomorrow's workforce.

Our ongoing relationship with Cayuga Community College has allowed us to create a performing arts facility that provides theatre stage and full accoutrements for sound and lights, sets and costumes. It also serves as an event space for large gatherings and has brought the community together on a variety of occasions. From meeting with elected officials, to sharing stories of the distinguished history of Fulton, or brainstorming the best response to the drug crisis, the collaboration between the Arts Center and Cayuga College is mutually beneficial for serving the community.

Our plans are to establish a downtown Community Arts Center with easy access for all artists to use, drop in and create art, form critical relationships with other artists and encourage an environment for art opportunities for all. This Community Center will host after school and weekend activities and ongoing art experiences for all ages.

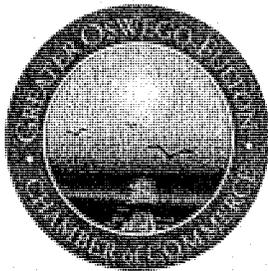
This location is easily accessible to seniors in nearby residences, can be reached by local bus transportation, and is in the heart of downtown revitalization efforts to develop Fulton Footpaths, promoting heritage walking and bike trails throughout Fulton. Our center will support tourism initiatives around the Fulton Footpaths and give city visitors a reason to stay and shop, enjoy a local restaurant and bring critical dollars to Fulton. Our presence downtown will increase foot traffic and visibility for businesses and create a vibrant hub for our city.

The presence of a vibrant arts center in a community is a mark of a healthy community with an enhanced quality of life, attracting more businesses to the city and improving the economy overall. This grant has to potential to completely alter the future of Fulton and I am eager to lend my support on behalf of the CNY Arts Center Board of Directors.

Thank you for your time and consideration.

Sincerely, Nancy Fox

A handwritten signature in cursive script that reads "Nancy Fox".



44 East Bridge Street
Oswego, New York 13126
315-343-7681 (phone)
315-342-0831 (fax)
director@oswegofultonchamber.com
www.oswegofultonchamber.com

May 24, 2016

City of Fulton Mayor's Office
Ronald L. Woodward Sr. Mayor
141 South First Street
Fulton, NY 13069

Dear Mayor Woodward,

On behalf of the Greater Oswego-Fulton Chamber of Commerce, please accept this letter of support of the application being submitted by the City of Fulton for the Downtown Revitalization Initiative. As an organization committed to supporting local business and the community, the Chamber of Commerce recognizes the tremendous impact this investment could provide to help transform the City of Fulton.

There are many great initiatives taking place in the community to not only improve the downtown but enhance the experience of people who call the City of Fulton home as well as those visiting the community. The City of Fulton has much to offer, with the revitalization of Lake Neatahwanta and development of the surrounding properties, as well as investments in the city parks and recreational areas. These efforts have the potential to generate a significant impact on the volume of tourism and economic activity for the City of Fulton and the Central New York Region. Downtown Fulton is building on this momentum and is poised to leverage the DRI award to develop a vibrant and sustainable downtown economy.

This award will not only revitalize downtown Fulton, it will help to existing businesses to grow, encourage new businesses to locate in the downtown and help develop amenities to attract residents, their families and visitors. All of these outcomes will provide the Chamber of Commerce an opportunity to partner with the City of Fulton and the businesses to strengthen to community and encourage additional investment.

The Greater Oswego-Fulton Chamber of Commerce provides its support and encouragement as you move forward with this application. Please contact us if we can provide any assistance or help identify any additional resources to assist in the process.

Sincerely,

Greg Mills
Executive Director

Serving Businesses Throughout Oswego County



Building Trust for Generations

75 SOUTH FIRST STREET • FULTON, NY 13069 • 315-592-3115 • FAX 315-592-3177
www.fullonsavings.com

NANCY KUSH ELLIS
VICE PRESIDENT
HUMAN RESOURCE / MARKETING
nellis@fullonsavings.com

May 26, 2016

City of Fulton Mayor's Office
Ronald L. Woodward, Sr., Mayor
141 South First Street
Fulton, NY 13069

RE: Downtown Revitalization Initiative

Dear Mayor Woodward:

We submit this letter in support of the City of Fulton, Fulton Community Development Agency and the Downtown Revitalization Initiative.

Fulton Savings Bank has been a part of the Fulton Community since 1871. We have been doing business in our current building located in one of the zones of the Fulton Business District Corridor since 1911. In the past 100 years we have made many renovations to our building and continue to improve and renovate.

As a member of the Fulton Community and doing business in the Fulton District Corridor we have several vested interests in the improvement of our building, beautifying the area and supporting the Fulton Community which include:

- Continuing to improve our Main Office building and property
- Recently adding a clock tower in the front of our Main Office which is a very popular feature to Fulton residents
- Maintaining the Towpath Trail Park grounds
- In 2009 we commissioned and continue to maintain a historic mural, "Commerce Along the Erie Canal", painted on the south wall of the Salvation Army building on South First Street in downtown Fulton.
- Our location is along the Oswego River Walking Trail enjoyed by many Fultonians

We have over 89 employees throughout Oswego and Northern Onondaga Counties with over 50% of them housed in the City of Fulton.

We fully support and encourage the offering of a grant to the City of Fulton to be used for improvements to the city and the Fulton Community as a whole.

Sincerely,



NANCY KUSH ELLIS
Vice President/Human Resource/Marketing

City of Fulton Mayor's Office
Ronald L Woodward Sr., Mayor
141 S First Street
Fulton, NY 13069
Attention: Joseph Fiumara

Dear Mr. Fiumara:

I have been involved in the real estate business in the City of Fulton, NY since 1993. Thank you for submitting a request for the 10 million dollar Downtown Revitalization Initiative for our Fulton Business District.

In my opinion, the challenges to attract businesses and investors to our area have greatly diminished due to the challenges of our downtown area. Our downtown needs visible improvements and a general facelift exteriorly for traffic flow design and parking that will attract and revitalize business activity in our area. Our general infrastructure also needs attention to sustain our downtown area. The burden of upkeep and improvements is on the local property owners due to the lack of funds for the City of Fulton to do the major work needed. Property owners and business tenants need the support that a revitalization program can give to bring life to our struggling community.

It seems that Fulton is strategically located along a business corridor that is perfectly situated for growth and revitalization between the riverfront and the State Route 481 corridor. We need to be able to attract businesses, investors, encourage expansion and job growth but have been passed over too many times.

This community was at one time the most vibrant community in the area and could be again but we do need help now. It is difficult to promote real estate opportunities to corporations, businesses, and investors in our current condition. I hope this will encourage the decision makers to take a good look at our potential as a community and realize we are a great investment for revitalization.

Best always,

A handwritten signature in cursive script that reads "Linda J. Thomas-Caster". The signature is written in black ink and is positioned above the typed name.

Linda J. Thomas-Caster
Realty USA
18 Canalview Mall
Fulton, NY 13069

DENNIS N. HAWTHORNE, JR.

Attorney and Counselor at Law

CANAL LANDING

118 CAYUGA STREET

FULTON, NEW YORK 13069

TEL: (315) 592-2800

FAX: (315) 592-2836

DENNIS N. HAWTHORNE, SR.

of Counsel

May 24, 2016

City of Fulton Mayor's Office
Hon. Ronald L. Woodward, Sr., Mayor
141 South First Street
Fulton, New York 13069

Re: Downtown Revitalization Initiative

Dear Mayor Woodward:

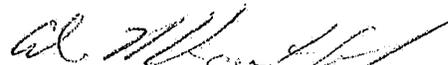
I write in support of City of Fulton's request for Downtown Revitalization Initiative funding.

I moved in to my present office in the downtown Canal Landing area in 1998. In the ensuing eighteen years, I have made investments in the operation of my law practice, and have expanded employment opportunities. I also, together with the owner of my building, have made improvements to the physical structure in which my office is located. All these efforts have been meant as both a symbolic and actual expression of my intention to remain at my present location, despite opportunities to re-locate the office.

During my presence in this downtown area, I have seen improvements and investments by other businesses in the area. I, unfortunately, have also been witness to businesses leaving the locale, and continue to observe vacant properties nearby that could be used for retail or professional purposes.

I believe that if the City were to be awarded these funds, they would serve to provide a "jump start" to further non-public investment in the Fulton business districts. Such revitalization to downtown would enhance the image of the City as a whole, and in turn encourage even more improvements throughout the City by private investors.

Sincerely,



Dennis N. Hawthorne, Jr.

/d

THE VALLEY NEWS

Serving Readers in the Greater Fulton Area Since 1947

67 South Second Street, Fulton NY 13069 – (315) 598-NEWS (6397)

May 24, 2016

Central New York Regional Economic Development Council
c/o Co-Chairs Rob Simpson and Chancellor Kent Syverud
620 Erie Boulevard West - #112
Syracuse, NY 13204

Dear Mr. Simpson and Chancellor Syverud:

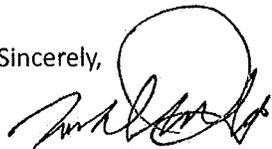
Please accept this letter in support of the application submitted by the City of Fulton for the Downtown Revitalization Initiative (DRI).

As the publisher of Fulton's local newspaper, I'm increasingly encouraged by the recent developments within our city. Nearly every week we are covering stories about new developments, investments, and committees and community groups supporting initiatives to develop a vibrant and sustainable downtown economy. Based on the momentum and support I've been seeing, it is clear to me that the City of Fulton has tremendous potential to capitalize on Governor Cuomo's innovative and transformative DRI program.

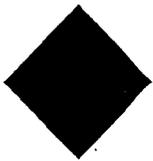
It has been said that the community newspaper is a barometer for how the local economy is faring. It's no secret that over the past several years, Fulton's economy has struggled as our primary industries declined. The empty Nestle building in the heart of downtown Fulton has stood for too long as a reminder of what used to be. Recently however, Fulton has shown resiliency and has made some significant strides in planning and economic development efforts to focus on the areas we can affect most. A couple of these efforts include the demolition of the Nestle building to prepare for future development and growth in downtown Fulton and the cleanup and restoration efforts of Lake Neatahwanta. Fulton is clearly embracing a new future by investing in and developing a vibrant and inviting downtown for residents and visitors alike. As a local, downtown business, we are supportive of these efforts so we can see our business and other local businesses like us thrive in the years to come.

The City of Fulton and the entire CNY Region stand to benefit significantly from a \$10 million infusion of funds to our downtown and citywide development plans. We have been proactive and working diligently to position ourselves to best capitalize on the DRI should we be selected. For these reasons, I urge your strongest consideration for the City of Fulton as the CNY REDC community to receive the DRI award.

Sincerely,



Jon D. Spaulding
Publisher



May 25th, 2016

Re: Fulton Revitalization Grant

As a resident of Fulton who is active in the business community I am writing in support of the City to receive the Grant for Revitalization. Working with many businesses both in Fulton and around Central New York I see both the successes and the obstacles to businesses being successful. Unfortunately, Fulton faces many obstacles that make it hard for businesses to open up and thrive. This grant can be the turning point for change to the City.

As a former industrial town Fulton was designed to manufacture and move materials. With this many secondary businesses were able to exist, feeding off of the industry. Driving through Fulton you see the City is designed for manufacturing and industry. With time the industry has left leaving only a few small manufacturers. This grant could be used to transform the City to make it more conducive to small businesses. Creating more access to the river to take advantage of the boat traffic and travel economy. Older industrial buildings need to be transformed to accommodate smaller businesses. This expense for a small business is if often too large if working alone. This Grant could help to offset these costs.

People often overlook that Fulton is a regional economic hub for much of Oswego County. Go to a youth sporting event and you will see children from not just Fulton, but Hannibal, Granby, Volney, Phoenix and Mexico. Those families shop and utilize services while in Fulton. They often do their shopping in Fulton. Doctors, pharmacies and major medical services are located here for the surrounding areas. Yet there is room for more. So often families will travel farther than Fulton as the service they need is not available locally. With a revitalization of the City's downtown so much more economic activity could happen.

While many other smaller Cities have received the long term benefits of a State run (and financed) Universities or a large government funded job creators like a prison system, Fulton has had to make do. As with many other upstate cities, the economy has changed away from industry to smaller employers in a variety of services. This Grant could help Fulton offer more to those smaller business trying to open locally, creating jobs locally and providing services locally.

Sincerely,

Brooks Wright

Resident of Fulton

Director of New Business Development

KBM Management

UNIFORMS ETC., LLC

May 26, 2016

City of Fulton Mayor's Office
Ronald L Woodward Sr., Mayor
141 S First Street
Fulton, New York 13069

Downtown Revitalization Initiative for the City of Fulton:

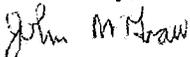
This is a letter support for the New Your State Downtown Revitalization Initiative. Like myself and many other business owners in downtown Fulton economic growth is important. I am a small business owner in downtown Fulton and several years ago we downsized from 8 employees to only 5 today. The downsizing not only was contributed by the economy but also by the lack of customers shopping in the downtown area.

There is a large amount of growth can be done with the downtown area in the City of Fulton. If awarded the Downtown Revitalization Initiative for the City of Fulton we can create new jobs and welcome not only new business but the expansion and growth of existing business.

I have lived in Fulton all my life and have seen many changes over the years. Today we could use the help of this program to get Fulton back on its feet again.

Please consider the City of Fulton for the Downtown Revitalization Initiative.

Sincerely,



John McGraw



129 Cayuga Street
Fulton, NY 13069

PHONE (315)592-4117
FAX (315)592-4118
E-MAIL uniformetc@windstream.net
WEB SITE <http://www.uniforms-etc.com>



159 Hubbard Street
Fulton, NY 13069
Office: 315.598.7607
Fax: 315.598.7613

May 26, 2016

City of Fulton Mayor's Office

Ronald L. Woodward Sr. Mayor

141 South First Street

Fulton, NY 13069

Dear Mayor Woodward,

The purpose of this letter is to extend Universal Metal Works full support of the application being submitted by the city of Fulton for the downtown revitalization initiative. As the owner of a business located in Fulton and a resident of Oswego County I realize the significant impact that such an investment would have on our community.

Prior to the start of Universal Metal Works I had not had the opportunity to spend much time in Fulton. Having worked in Fulton for nearly six years I continue to be amazed by the number of talented, hardworking and intelligent individuals residing in Fulton. I am equally impressed by the number of machine shops, fabrication facilities and manufacturing facilities located in our small town. The downtown revitalization initiative would give these companies the opportunity to go from surviving to striving for growth and success.

The downtown revitalization initiative would provide Fulton with a much needed boost that would help to attract new businesses and new residents. If there is anything myself or Universal Metal Works can do to help Fulton become the recipient of this initiative please do not hesitate to contact me.

All my best,

A handwritten signature in black ink, appearing to read 'John F. Sharkey IV', is written over a white background.

John F. Sharkey IV

Vice President – Universal Metal Works



City of Fulton

Ronald L. Woodward, Sr.
Mayor

Municipal Building • 141 South First St.
Fulton, New York 13069-1765
www.cityoffulton.com
e-mail: mayor@cityoffulton.com

(315) 592-7330
Fax (315) 598-7051

May 25, 2016

Central New York Regional Economic Development Council
c/o Co- Chairs Rob Simpson and Chancellor Kent Syverud
620 Erie Boulevard West #112
Syracuse, New York 13204

Dear Mr. Simpson and Chancellor Syverud:

Please accept this application on behalf of the City of Fulton New York, for the Central New York Regional Economic Development Council's "Downtown Revitalization Initiative". We are grateful for the consideration to provide our community the opportunity to grow significantly under this initiative. We have been proactive and working diligently to position ourselves to effectively capitalize on the DRI, should we be selected. We urge you during this review process, to strongly consider the City of Fulton's heritage and potential that are ripe for investment.

Respectfully submitted,

Mayor, Ronald L Woodward Sr.

Council President, Thomas Kenyon

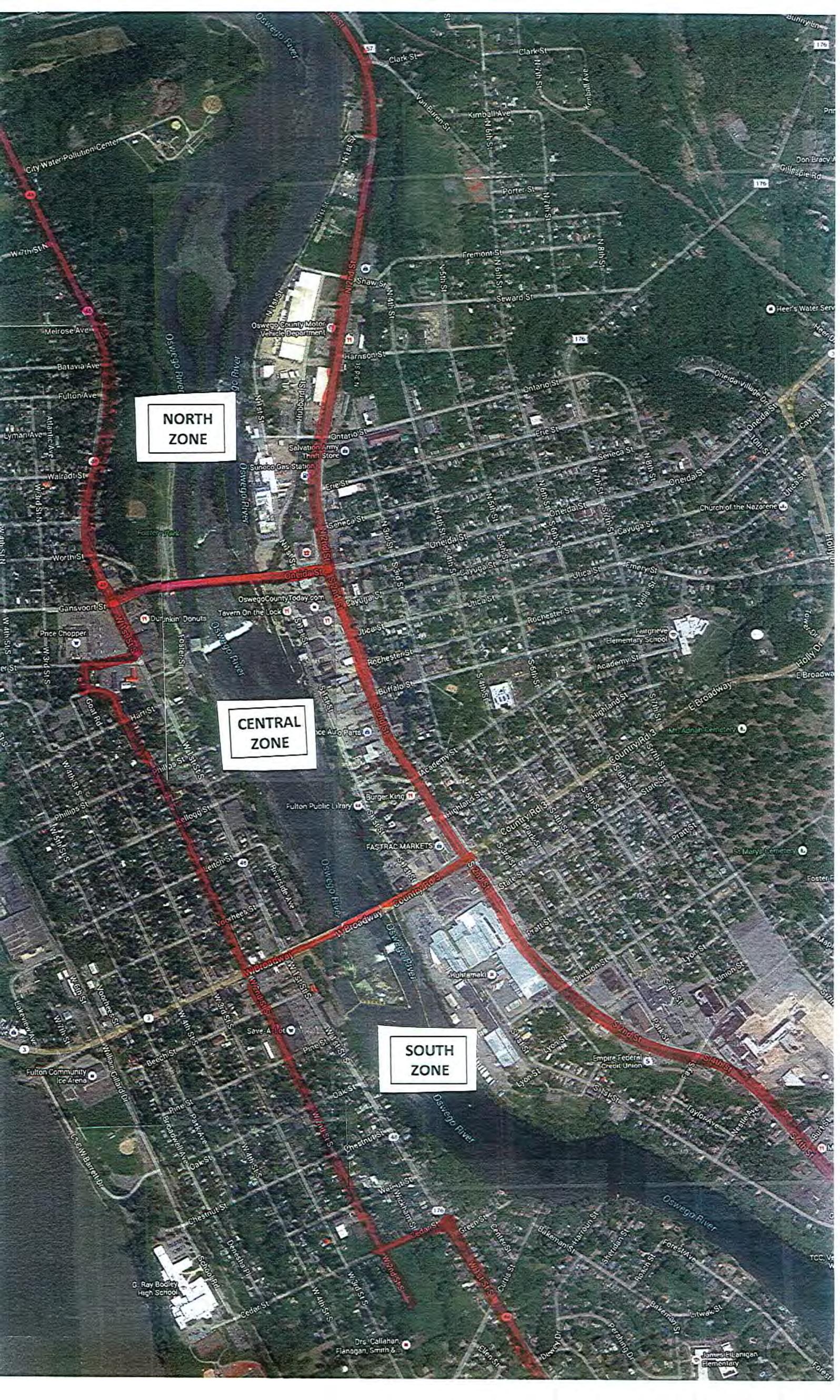
Councilor, Donald Patrick

Councilor, Norman J. Foster

Councilor, David Ritchie

Councilor, James Myers

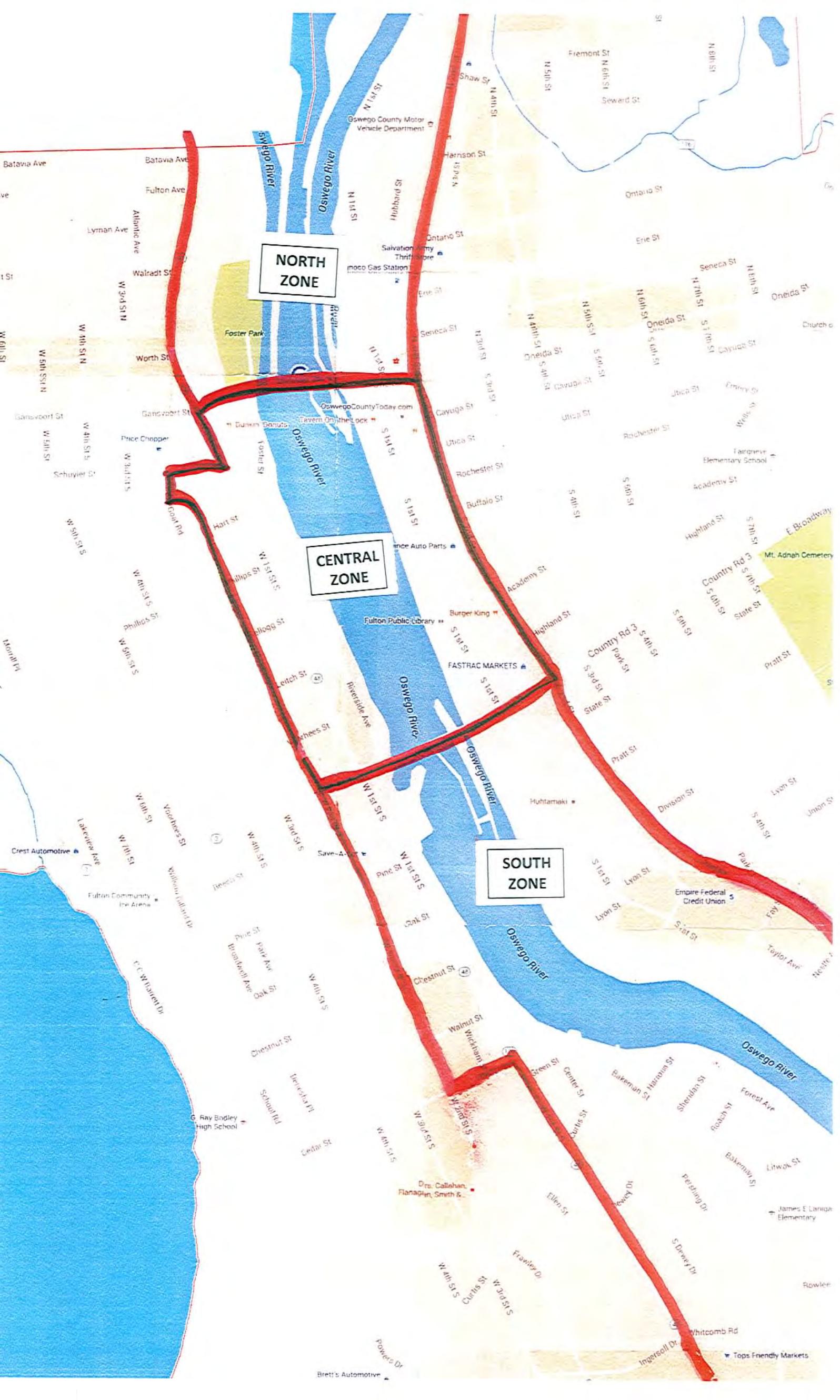
Councilor, Lawrence Macner



**NORTH
ZONE**

**CENTRAL
ZONE**

**SOUTH
ZONE**



**NORTH
ZONE**

**CENTRAL
ZONE**

**SOUTH
ZONE**